

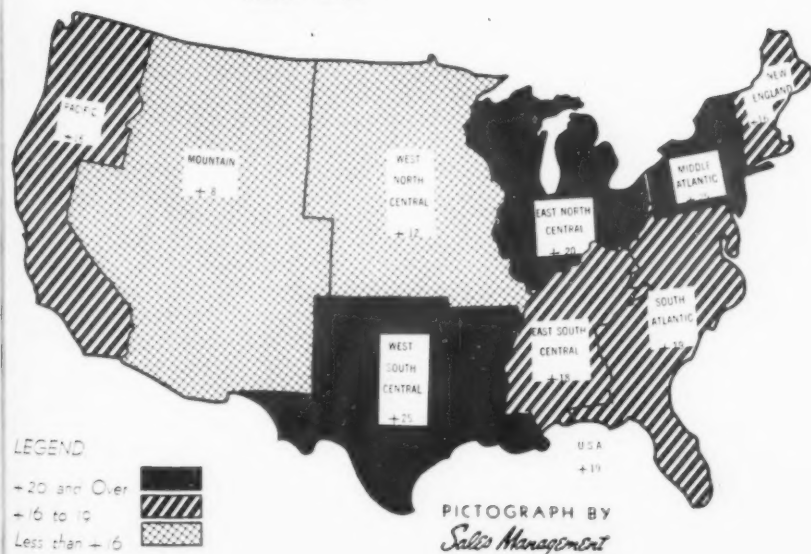
JANUARY 1, 1940



TWENTY CENTS

Sales Management

RETAIL SALES INCREASES, 1935 - 1939



The map shows how SALES MANAGEMENT's original estimates of total retail sales for 1939 compare with United States Census figures for 1935. (The 1939 gain over 1938 was 10%)



A detailed breakdown of both 1939 sales and effective buying income for sections - states - counties - cities - will be published April 10 in SALES MANAGEMENT's 11th annual Survey of Buying Power.

THE MAGAZINE OF MODERN MARKETING

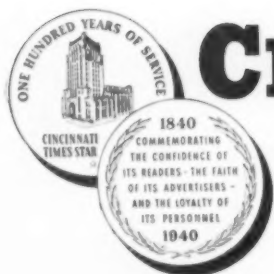


YEARS OF LEADERSHIP



Each year, for more than a generation, the Cincinnati Times-Star has consistently carried more Total Display Advertising than any other 6 or 7 day paper in the rich, \$250,000,000 Cincinnati Trading Area. ¶ During 1939, this leadership included over 500 MORE pages of RETAIL and 350 MORE pages of GENERAL advertising than the other evening paper, over 1,000 MORE pages of RETAIL and 500 MORE pages of GENERAL advertising than the morning paper and over 1,000 MORE pages of RETAIL and 500 MORE pages of GENERAL advertising than the Sunday paper in Cincinnati.

. . . . convincing evidence that you need the Times-Star, and ONLY the Times-Star, to do your complete selling job in Cincinnati



CINCINNATI TIMES-STAR

HULBERT TAFT, President and Editor-in-Chief

Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh, 60 E. 42nd St. • CHICAGO: Kellogg M. Patterson, 333 N. Michigan

NO ADVERTISING CAMPAIGN IS COMPLETE WITHOUT WSM



**IF YOU'D LIKE TO BREAK A FEW SALES QUOTAS
THIS FALL, CONSIDER THE FOLLOWING:**

Domestic Commerce (published by the U. S. Department of Commerce) features these figures for the East South Central States. Change from June, 1938 to June, 1939.

Wholesalers' Sales	Up 9.7%
Accounts Receivable	Up 5.1%
Inventories	Down 6.1%

Add to these the following:

Industrial Employment (8 months) ..	Up 7.7%
New Car Sales	Up 40%
Electrical Power Consumption	Up 11%
Telephone	Up 7%
Bank Deposits	Up 7%
Retail Sales	Up 8%

With sales increasing, employment up and

inventories decreasing, the East South Central States, WSM's front yard, are ready to do a rushing business. WSM, the dominant 50,000 Watt Station in this favorable region, can carry your sales message to the people who buy, with a maximum of effectiveness and a minimum of cost. May we show you facts and figures?



NATIONAL REPRESENTATIVES, EDWARD PETRY & CO., INC.

THE HUMAN SIDE



Merchant of Lame Ducks

Not long ago a manufacturer brought to L. W. Heinly in Kansas City several remnants of old street signs that had been taken down to make way for new ones. He asked what, if anything, could be done to salvage at least a part of the value of the metal they contained.

The question wouldn't have bothered most persons: They would have thrown them in the junk heap. But Mr. Heinly runs a peculiar business, one he has developed over a period of 25 years, and he is an expert in rerouting back into the channels of trade merchandise that has lost its way, its newness, or its original purpose.

"Why don't you make up small garden tools—trowels, rakes, etc.; something a woman or child can putter with?"

The manufacturer made up some samples, painted them, and Mr. Heinly took them. They weren't hard to sell. One lot went to a Nebraska merchant, who figured the trowel would make a good axle grease applicator for use out in a farming country. He took a rubber band, fastened a trowel to a jar of tea, and had a premium that appealed to men. The men, he said, were always complaining that "the women get all the free stuff." The trowels cost him a cent and a half apiece. So he added five cents to the price of the tea—and sold more tea than he had in years.

Jack-of-all-trades Heinly is wholesaler, broker, and retailer. Every sort of merchandise finds its way into his place at 551 Main Street—foodstuffs (canned goods, sugar, beans, etc.), furniture, appliances. It comes from railroads, warehouses, truck lines, fires, wrecks, bankruptcies, etc. Whenever anyone has anything he doesn't know what to do with, and yet doesn't want to throw it away, he sends it to Heinly: A cart of wet sugar, a ton of beans with pebbles in them, a washing machine that has been dented. Buyers come from within a radius of 500 miles.

A salvage outlet operated by an ingenious man with ideas, Mr. Heinly calls it "a clearing house for the other fellow's troubles."

"Every time we sell anything, someone takes a loss—not us, someone else," he commented. But on the other hand, every time he sells something, someone salvages a part of the first value of the merchandise.

The executive of a mail order house called Mr. Heinly in one time and showed him 25,000 galvanized hog troughs with rounded bottoms which the farmer was supposed to set in cement. The trouble was, farmers wouldn't buy them. Maybe having to set them in cement was too much trouble. Heinly bought them, had wood strips fastened on the bottom so the troughs would stand up, painted them green, and sold them like hot cakes—for porch flower boxes.

Someone dumped a bunch of buggy whips into his lap. He let them lie around until a Shrine convention came to town, then tied ribbons on them and sold the lot for souvenirs.

Being in the business he is, Mr. Heinly gets a lot of kidding. A sales manager sent him a car of merchandise, and, as a joke, included a gravestone, on which the name of the deceased had

been sand blasted. The extra freight ran to \$10 or \$15 and Heinly was pretty much annoyed. But the stone was imported marble, and he found a man who could sand blast the name off and put on another, and sold it for \$150.

Hoekshop of the Rich Won't Tell

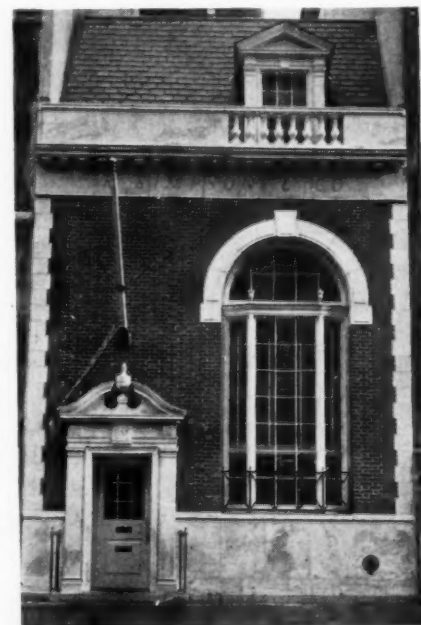
R. Simpson & Co., pawnbrokers to the well-to-do, moved last month from their old-fashioned brownstone building on West 42nd Street, New York. The move took the firm only a few doors away on the same street and to an even more old-fashioned—but new—building, of Georgian architecture. This was only the third move for Simpson's, which began existence 112 years ago on the Bowery, came uptown to 42nd Street in 1897, and then and there departed from the custom of accepting odds and ends from down-and-outers.

At that time the company began the practice of making loans only on jewelry, "loaning for pleasure" to gentlefolk. To this day, according to R. C. Simpson, grand-nephew of the founder, the firm's clients borrow for such respectable purposes as obtaining cash to entertain, to pay bridge debts, to pay income taxes, to travel and to obtain cash while estates are being settled. "Simpson's Won't Tell" is their motto, and wild horses couldn't drag the name of a patron from either of the two members of the family, or their partner in the business.

No merchandise is displayed or sold at Simpson's, which has the air of an old-fashioned, highly conservative bank. The clerks, who look as though they might have stepped out of the pages of a Dickens novel, are all expert appraisers. Unclaimed jewelry is held for a year, as required by law, then sent to the Plaza Art Galleries, where it is sold. Any excess above the amount of the loan and interest is returned to the owner.

Despite the old-fashioned atmosphere of the House of Simpson (they call themselves that in their advertising), it's up-to-the-minute in many respects. They put in a ladies' entrance many years ago, but have none in the new building, modern women being less timid than their grandmothers. More than half the firm's transactions are with women, and the present building has a special department for them.

The new building is Colonial, and only two stories high. The red brick facade is 20 feet wide, with white marble trim and black iron grille decorations. There's a dormer window set in the sloping slate roof of the second story. The entire store is air-conditioned. It made history in New York, because it has the first new steel vault door sold in the city in seven years. (Bank failures in recent years have glutted the market with second-hand



This is the "House of Simpson," a chaste, two-story, Colonial building right in Broadway's bright light belt. Inside its grave, bank-like exterior, patrons may borrow on jewelry with the assurance that discreet silence is Simpson's guarantee.

SALES MANAGEMENT, published semimonthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright January 1, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. January 1, 1940. Volume 46. No. 1.



"Mine's 53%"

Says

Perry Rude

OVER thirty years ago Perry Rude, big-time Ford, Lincoln, Mercury and Zephyr dealer in Cedar Rapids, signed up as a dealer. He's been selling the Ford line in Iowa ever since, and today is the second largest Ford dealer in the State.

When Rude began in Cedar Rapids The Des Moines Register and Tribune had little circulation in his territory. Today the story is quite different. 53% of his customers TOLD HIM they were regular subscribers to The Sunday Register . . . as are 47% of all Cedar Rapids' 15,350 families . . . 128 miles from Des Moines.

Rude and Cedar Rapids are only typical of dealers in the 81 cities and towns in Iowa, making up America's

No. 7 Market* with a population of 979,191. Dealers in these 81 cities and towns last year sold 39,550 new cars . . . 18,000 more than were sold in Cleveland. These dealers received the benefit of influencing four out of five families through The Des Moines Sunday Register.

Whether its 53% in Cedar Rapids . . . 70% in Waterloo . . . 95% in Fort Dodge or 100% in Spencer, The Des Sunday Register delivers merchandisable coverage in ALL of urban Iowa. Whether its automobiles, apples or dentifrice, dealers KNOW that advertising in this great State newspaper SELLS merchandise.

Wise manufacturers know this rich and responsive market is reached through the ONE Iowa medium with a \$1.74 milline.

Iowa
The Des Moines

SUNDAY REGISTER

344,018 Sept. 30 six months ABC

* *4 out of 5* urban-living Iowans read The Des Moines Sunday Register—constituting America's No. 7 market. Write for a free booklet on Iowa's Urban Market.

(Affiliated with the Cowles Stations—KSO, KRNT, WMT and WNAX)

JANUARY 1, 1940

[3]

Largest Daily in Texas

THE HOUSTON CHRONICLE



THESE newspaper circulation figures are from Publishers' Statements to the Audit Bureau of Circulations and represent the daily average for the six-month period ending September 30, 1939. A quick comparison reveals that The Houston Chronicle is the largest daily newspaper—morning or evening—in Texas!

In Houston, The Chronicle has been first in circulation for more than a quarter century! Today, The Houston Chronicle gives you the greatest coverage in its history, of the City of Houston and the Houston market.

THE HOUSTON CHRONICLE

LEADS THE SOUTH IN NATIONAL ADVERTISING

R. W. McCARTHY
Manager National Advertising

THE BRANHAM COMPANY
National Representatives

TO SELL HOUSTON—BUY CHRONICLE

doors.) It weighs 19 tons, but is so delicately adjusted that it may be opened and shut with one hand.

Contrary to general opinion, the loan brokerage business follows the same curve as that of other types of business, and Simpson's forward step is indicative of their belief that better times are in the offing. The price of diamonds is rising—and that's a good sign, too.

Mr. Simpson has no patience with the tradition that one should assume a hangdog air when entering a pawnshop. You would not apologize for raising money on real estate—through a mortgage; or for borrowing on stocks and bonds. So why feel guilty if you borrow on personal effects? It is whispered about that more than one successful business has been launched with funds raised at Simpson's.

As a joint celebration of their 112th birthday and the opening of the new building, the House gave a party on December 1. Engraved invitations were sent to friends (and presumably some clients) of the firm. Though called a "cocktail party," champagne flowed freely and several hundred guests expressed unequivocal approval of the brick cottage a stone's throw from Times Square.

The company carries on a large mail order business and has customers throughout the U. S. and in many foreign countries. It also advertises in newspapers, with Alvin Gardner Co., N. Y., handling the account. Current copy is built around the removal of "The House of Simpson to its new building . . . another milestone passed in faithful and liberal service."

The Chef's Corner of CCC

"Beat about a tablespoon of whipping cream or evaporated milk into two eggs, to get a coating that covers the bread satisfactorily, crisps quickly, and provides a light fluffy piece of toast that floats down the esophagus as smoothly as Sonja Henie skims o'er the ice. *Gosh that's poetic.*"

This quotation from a French toast recipe did not appear in a woman's magazine nor on the "household hints" page of a newspaper. It ran in "The Contactor," house organ of Clark Controller Co., Cleveland. CCC makes electrical controls, switches, cables and such for sump pump motors, sludge pump motors, 10-ton cranes, and other devices operated by the horny-handed.

How come a publication that speaks elsewhere of "cold-rolled steel pins in phosphor bronze bearings" and "helically wound cables of alternate polarity" to prattle about recipes?

That's what a number of "The Contactor's" readers wanted to know. One half-cocked reader took a look at "The Chef's Corner" in the magazine and vowed he'd like to meet the author. He promised to slap him playfully on the wrist and call him pet names in a falsetto voice.

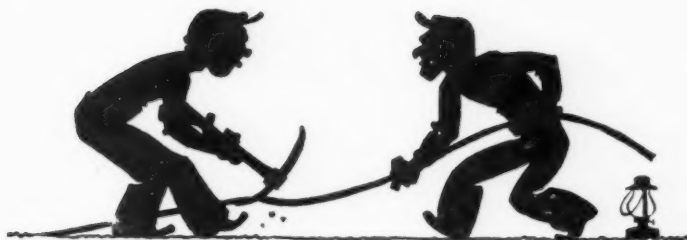
At a sales convention he ran into the editor, E. C. Roberts, Clark's advertising manager. Mr. Roberts is about as long and heavy as a steam-roller, and is just as fragile. He was a plunging bone-crusher on the gridiron in college days. His critic took one look and snuck away.

Mr. Roberts likes to hunt, fish and camp out far beyond where the pavement ends. On his frequent camping trips he discovered that he had a real knack for cooking, so he did that while his pals attended to the other camp duties. Back in town he experimented with various dishes. He told of these cooking adventures in "The Contactor."

Before you could say "Slum-gullion" that page became the magazine's most popular feature. A few too-hasty readers howled "sissy" and "what-are-we-coming-to." When they had stopped sizzling and read "The Chef's Corner" they found that it dealt with thumping good grub, the kind to make you pat a well-stocked belly.

Readers now try Chef Roberts' recipes. They send him their own. They get het up over seasonings and broiling vs. baking. All of this is fine for the magazine and for Clark Controller Co. Mr. Roberts would make a desirable candidate for the Society of Amateur Chefs, of which we told you in this space December 1.

Who Moved



The Mason-Dixon Line?

EVER since Mother Virginia turned us loose to walk by ourselves 150 years ago, come 1942, we've had the notion that we were part of the South. There seemed to be some justification for it, too, when you consider that a couple of Englishmen, Mason and Dixon, drew a line that's pretty well known.

In the past few days, we've consulted all the encyclopedias and all the histories so far written, in an effort to discover whether we've been kidding ourselves. But here, in such a neutral work as Encyclopedia Britannica, there appear these words:

"As so used (that is, to designate the boundary between the North and South) it may be defined not only as the Mason and Dixon line proper, but also the line formed by the Ohio River from its intersection with the Pennsylvania boundary to its mouth, thence, etc."

The etc. part shows what the line does after it jumps the Mississippi River.

We wouldn't have brought it up at all, except that the circulation manager of the Atlanta Journal said a few days ago that the Journal, with 106,000, had the largest afternoon circulation "in the South." Our Times here has in excess of 125,000—and we just wondered.

That was bad enough, but apparently there is a Confederate conspiracy in the Deep South. Our good friends down at New Orleans followed four days later with an ad which said that the Times-Picayune had "The Largest Sunday Circulation in the South." Accompanying it was a map which excluded from the South not only Kentucky, but also Virginia, which, we seem to remember, had a little something to do with the big imbroglio, besides being the capital of the Confederacy.

The Times-Picayune, with its 179,023 circulation, is a big boy, too, but our boy is a good deal bigger. He reached 203,000 on the last Sunday in October and averaged more than 195,000 for the month.

If, as we say, we haven't been voted out of the South, we still have the biggest afternoon paper (and maybe the biggest of any kind) and much (oh, much! much!) the biggest Sunday paper.

As a matter of fact, it appears that everybody reads our paper but other Southern newspapermen.

Love and kisses to
Leonard Nicholson, Jack Tims and George Healey

The Courier-Journal
THE LOUISVILLE TIMES

Sales Management

VOL. 46. NO. 1

JANUARY 1, 1940

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Notes from the Managing Editor's Desk

SALES MANAGEMENT has commissioned John Allen Murphy to write several articles on why businesses fail. He tells us the facts are gathered, like the apples in the poem, "in brown and yellow heaps," the outlines are made, and the manuscripts will be delivered shortly after the first of the year.

* * *

Even though this issue of SALES MANAGEMENT may reach you a day or so later than usual, you may know that it was done deliberately—so there would be no competition—at least from us—with family holiday celebrations. Even as we tap out these lines, the giddier and younger members of the SM staff are hanging dingleberries on a real Christmas tree, furtively tying up small bright boxes in Cellophane, and peering out of the Graybar Building windows watching hopefully for a sign of snow. Others are unashamedly neglecting their routine duties and arranging for toys and food for a group of children who might otherwise be forgotten. Even our statisticians, weighed down with worries about the 1940 Survey of Buying Power, have sheathed their slide rules and started to worry amiably about what they're going to get their wives for Christmas. All of which is by way of telling you that Yuletide has engulfed us, and if you see a typographical error in Significant Trends, you're to charge it against profit and loss and forget it.

A. R. HAHN



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Published by Sales Management, Inc., RAYMOND BILL, *President*; PHILIP SALISBURY, *General Manager*; M. V. REED, *Advertising Manager*; C. E. LOVEJOY, JR., *Vice-President and Western Manager*; R. E. SMALLWOOD, *Vice-President*; W. E. DUNSBY, *Vice-President*; T. J. KELLY, *Secretary*; EDWARD LYMAN BILL, *Treasurer*. Publication office, 420 Lexington Avenue, New York, U. S. A. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone, State 1266. Santa Barbara, California, 29 East de la Guerra. Subscription price, \$4.00 a year, Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulations Associated Business Papers.



How a product that "couldn't be mentioned" was advertised into a vast new industry

IT'S hard to believe now—but 20 years ago most magazines refused to accept advertising for Kotex. Worse still, most women refused to *ask* for it. Sales costs were prohibitive; profits impossible.

In 1923, this product came to Lord & Thomas. Advertised with skilful good taste, it quickly won phenomenal sales success... and unquestioned world-wide prestige.

Today Kotex, and its imitators,

comprise a vast new industry. At a unit price less than one-third that of 1923, Kotex dollar-volume ranks it among the leading products of the world.

Kotex advertising created not only a new industry but new buying-habits, and a new freedom for women. Quiet, inoffensive, but powerful and continuous—it made Kotex as staple as face powder; saved today's consumer almost

70% in price per box; and is still building Kotex sales. The graph above shows the steady upward growth in gross sales, 1920-1939.

There are many "success-stories" in advertising. But few in which the slightest error of taste or judgment might have had more serious consequences. Lord & Thomas takes special pride in the steady increase in the effectiveness and prestige of Kotex advertising.

LORD & THOMAS *Advertising*

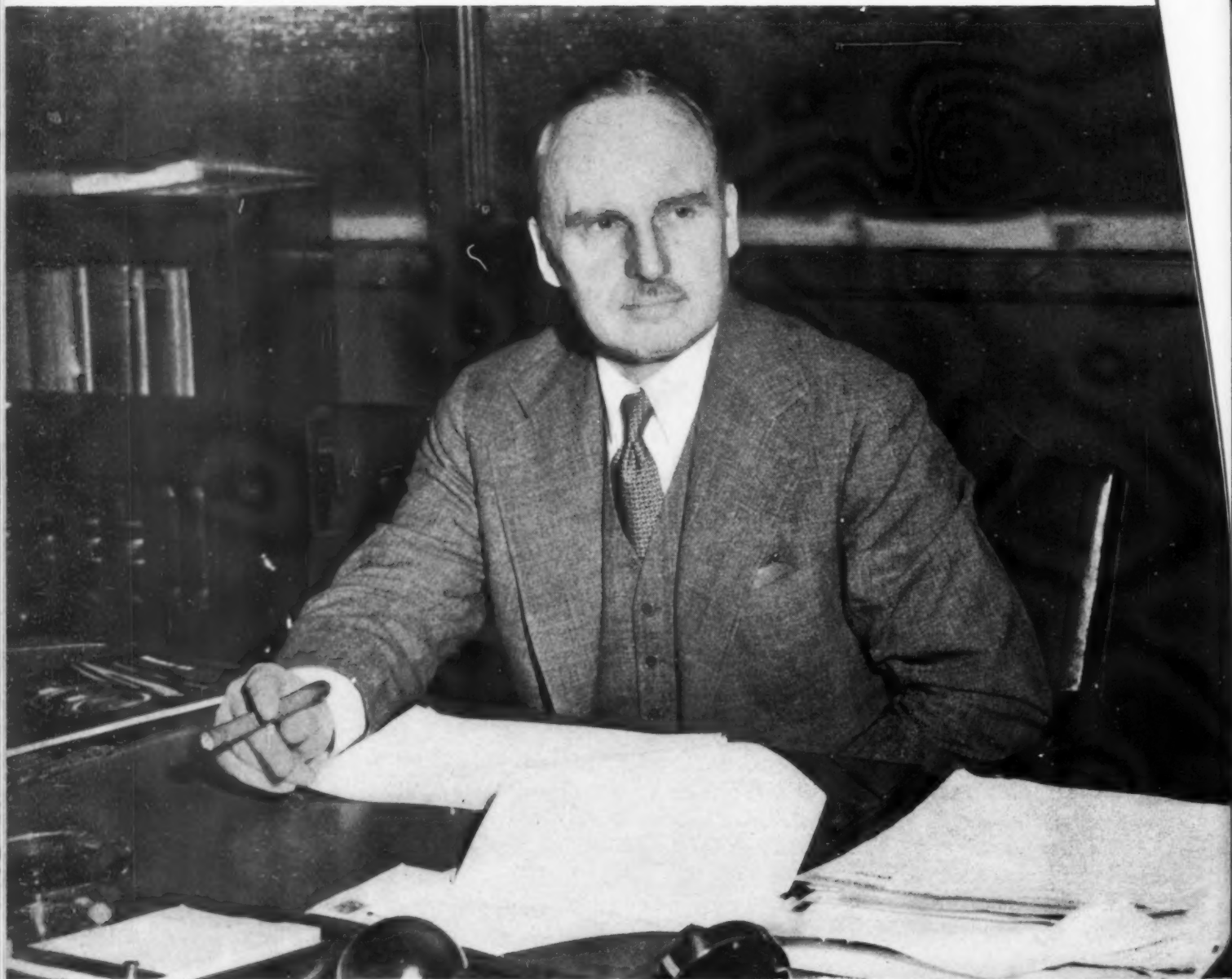
NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO • HOLLYWOOD • DAYTON • TORONTO
MONTREAL • PARIS • LONDON

JANUARY 1, 1940

[7]

Why KEY MEN READ
BUSINESS PAPERS

..because it has a cash value



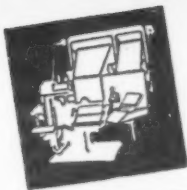
H. A. PETERSON, Vice-President and Comptroller, chief buying authority of Intertype Corporation—a 23-year-old, \$7,000,000 manufacturing company employing 844 people—regularly reads “a long list of Business Papers *because it has a cash value to my company*” which he explains on the facing page.

...

SATURATION! Multiple copies of more than 30 different Business Papers regularly reach all key men in Intertype Corporation . . . a typical case of Business Paper saturation of a company from top to bottom.

GOOD BUSINESS PAPERS

No. 1 A survey series by Sales Management showing that key men everywhere in industry are regular readers of business papers . . . and who are Sponsored by the following Business Papers receiving *unanimous* votes from a jury of disinterested experts for “honest and able editing that renders a real service”:



INTERTYPE CORPORATION

EXECUTIVE OFFICES • THREE HUNDRED SIXTY FURMAN STREET • BROOKLYN, NEW YORK

October 24, 1939.

Value to my company"

Mr. E. W. Davidson,
Sales Management,
420 Lexington Avenue,
New York City.

Dear Mr. Davidson:-

I read a long list of business papers in the fields of metals, machinery, management and printing because it has a cash value to my company.

We are always looking for new ideas, new methods, new equipment. In the past three or four years we have spent \$500,000 for equipment.

Since September, 1937, we have kept an accurate record of savings these new methods and machines have made. Up to now, savings have totaled exactly \$63,492.67.

A major part of these new ideas and new products came to our attention through both the editorial and advertising pages of business papers. We spend between \$600 and \$700 a year for business paper subscriptions. Some of them are multiple subscriptions for men down the line. This seems to be a fine investment for us to make.

I try to spend at least 10 or 15 minutes on each magazine at the office, making notes and marking articles and advertisements for others to see. But often I carry one or more magazines home for another hour or two of careful reading. I would hate to try getting along without good business papers.

Very truly yours,

H. A. Peterson,
Vice-President & Comptroller.

PAPERS BUILD BETTER BUSINESS

AMERICAN BUILDER & BUILDING
AGE, Chicago

BAKERS WEEKLY, New York

BOOT AND SHOE RECORDER,
New York

BRICK AND CLAY RECORD,
Chicago

CHEMICAL & METALLURGICAL
ENGINEERING, New York

DEPARTMENT STORE ECON-
OMIST, New York

ELECTRICAL WORLD, New York

FOOD INDUSTRIES, New York

HOTEL MANAGEMENT, New York

THE IRON AGE, New York

THE JEWELERS' CIRCULAR-
KEYSTONE, New York

MACHINERY, New York

MACHINE DESIGN, Cleveland

POWER, New York

RAILWAY AGE, Chicago

SALES MANAGEMENT, New York

STEEL, Cleveland

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Jan. Feb. & Mar.	Sales Prospect for Next 12 Months		Sales Prospect for Jan. Feb. & Mar.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★★	★
Air Conditioning.....	★★★	★★★	Machine Tools.....	★★★★★	★★★★
Airline Travel.....	★★★★	★★★★	Machinery (Agr'l).....	★★★★	★★★★
Airplane Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★★	★★★★★
Automobile Sales.....	★★★★★	★★★★	Meats.....	★★	★★★
Automobile Tires.....	★★★★	★★★	Metal Containers.....	★★	★★★★
Baking (General).....	★	★	Motion Picture Receipts.....	★★★	★★
Banks (Revenues).....	★★	★★	Musical Instruments.....	★★★★	★★★
Beer.....	★★	★★	Office Equipment.....	★★	★★★
Building Materials.....	★★★	★★★	Oil (Cooking).....	★	★
Candy & Chewing Gum.....	★	★	Paint.....	★★	★★
Canned Fruits and Vegetables.....	★★	★★★★	Paper (Newsprint).....	★★★★	★★★
Cereals.....	★	★	Paper (Wrapping and Container).....	★★★★	★★★
Chemicals (Misc.).....	★★★★★	★★★★★	Photographic Supplies.....	★★★★	★★★★
Cigarettes.....	★	★	Plastics.....	★★★★★	★★★★★
Cigars.....	★	★	Printing and Publishing Equipment.....	★★	★★★
Clothing (Men's, Wo- men's & Children's).....	★★★	★★★	Radios.....	★★★★	★★
Coal (Anthracite).....	★★★	★★	Railroad Equipment.....	★★★★★	★★★★★
Coal (Bituminous).....	★★★	★★★★	Railroad (Net Income).....	★★★★★	★★★★
Cosmetics.....	★★★	★★★★	Refrigerators.....	★★★★	★★★
Cotton Textiles.....	★★★★	★★★★	Restaurants.....	★★★★	★★★★
Dairy Products.....	★	★	Rural Stores.....	★★★★	★★★★★
Department Stores.....	★★	★★	Security Financing.....	★	★
Diesel Engines.....	★★★★★	★★★★★	Shipbuilding.....	★★★★★	★★★★★
Drugs and Medicines.....	★★	★★	Shoes.....	★★★	★★★
Electrical Equipment (Heavy).....	★★★★★	★★★★★	Silk Textiles.....	★	★
Electrical Equipment (Light).....	★★★★	★★★★	Soap.....	★★★	★★★
Exports.....	★★★★★	★★★★★	Soft Drinks.....	★★★	★★★★
Flour.....	★	★	Sporting Goods.....	★★★★	★★
Furs.....	★★★★★	★★★★★	Stationery (Commer'l).....	★★★	★★
Gasoline and Oil.....	★★★★★	★★★★★	Steel and Iron.....	★★★★★	★★★★★
Glass and Materials.....	★★★	★★★	Sugar.....	★	★
Groceries.....	★	★	Surgical Equipment and Supplies.....	★★	★★★
Hardware.....	★★★	★★★	Synthetic Textiles (Rayon, Nylon, etc.).....	★★★★★	★★★★★
Hotels.....	★★★★	★★★★	Television.....	★★★★★	★★★★★
HouseFurnishings (Floor Coverings, Furniture, Beds, etc.).....	★★	★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★	★★	Toys and Games.....	★★★	★★★
Imports.....	★★	★★★	Trailers (Autos).....	★	★
Insurance (Life).....	★★★	★★	Travel (Sea).....	★	★
Jewelry.....	★★★★★	★★★★★	Trucks.....	★★★★★	★★★★★
Laundry.....	★★★	★★★	Utilities—Electric.....	★★★	★★
Liquor (Alcoholic Beverages).....	★★	★★	Utilities—Gas.....	★★	★★★
			Utilities—Telegraph.....	★	★
			Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

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Bigger Year Expected In 1940; Public Cash Is Three Times 1929

Although new orders are not keeping pace with shipments in some industries, numerous other lines have been unable to cut sharply into the large backlogs of orders built up in the last half of 1939. Among the major lines in this situation are shipbuilding, aircraft manufacturing, machine tools, rayon, automobiles, trucks, steel and chemicals.

In connection with the exceptionally widespread belief that a business decline may take place early in 1940, the prevailing thoughts of 1929 and 1937 (when opinion was almost universal that business would rise) might be noted. Before the business debacles of those days, extensive preparations for better business were being made; hasty inventory purchases at high prices and confident forecasts of new records were the order of the day.

Quite in contrast, a decline in business activity early in 1940 would catch few in overextended positions. The possibly temporary nature of the war boom has been so broadly discussed in the past two months that it has had ample opportunity to reflect itself in the policies of industry. *Business has been so generally expecting some setback in 1940 that it has consciously or subconsciously prepared itself for a recession which may not materialize at all.*

Election Year Prosperity, Too

Business men, advertisers and sales managers must bear in mind that 1940 is an election year, a sink-or-swim year for the New Deal which needs thriving business and can revive the spending-lending-self-liquidating program. It is further noteworthy that large war orders are virtually inevitable, barring a sudden end of the war. The country's cash position, moreover, has never been more powerful. An idea of the American public's cash holdings is obtainable by adding bank deposits to currency in circulation and subtracting amounts owed to the banks. The result is an over-all cash total of corporations and individuals of \$25,000,000,000, which compares with \$7,000,000,000 in 1929!

Our 1940 forecast: *Plan definitely on a bigger aggregate year in 1940 than in 1939. By measure of retail sales, our survey for 1940 shows a conservative expectation of gains averaging about 10% over 1939.*

SALES MANAGEMENT

they ALL had a Pain in the Neck!



RIVINGTON PHELPS III, hard-working, hard-playing, high-salaried executive and socialite, strained a ligament on the squash court. Result: stiff neck, very painful.



PROFESSOR DOMES was too absorbed in an Einsteinian brain-teaser to notice the draft in his study. The wind blew, the professor shivered, and today he has a pain in the neck.



CHUCK COUGHLIN, new man in the shipping department and aching to show his strength, scorned help with a 300-pound packing case. You guessed it—he has a stiff neck, too.

So they ALL bought Liniment!

TO a national advertiser, the point is this: rich man, poor man, high or low, most everyone is a prospect for most of the things that are for sale.

And the paper that gives you MOST daily coverage in ALL income groups in the rich A.B.C. City Area is your best buy in Los Angeles—fourth market in these United States!

THE EVENING HERALD AND EXPRESS GIVES YOU MOST

These 4-A survey figures refer to percentages of A.B.C. City families in each income group reading The Evening Herald and Express.

AA	85.0%
A	65.7%
BB	53.8%
B	48.8%
C	41.6%
D	24.6%

AMONG Los Angeles dailies, The Evening Herald and Express is FIRST in ALL income groups in the A.B.C. City Area, as shown by the recent 4-A readership survey.

Los Angeles County embraces 72.3% of ALL Southern California's population....and 70.3% of Los Angeles county's total population is in the Los Angeles A.B.C. City Area, where The Herald and Express dominates with over 50,000 MORE circulation than ANY other local daily!

LOS ANGELES EVENING

HERALD AND EXPRESS

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

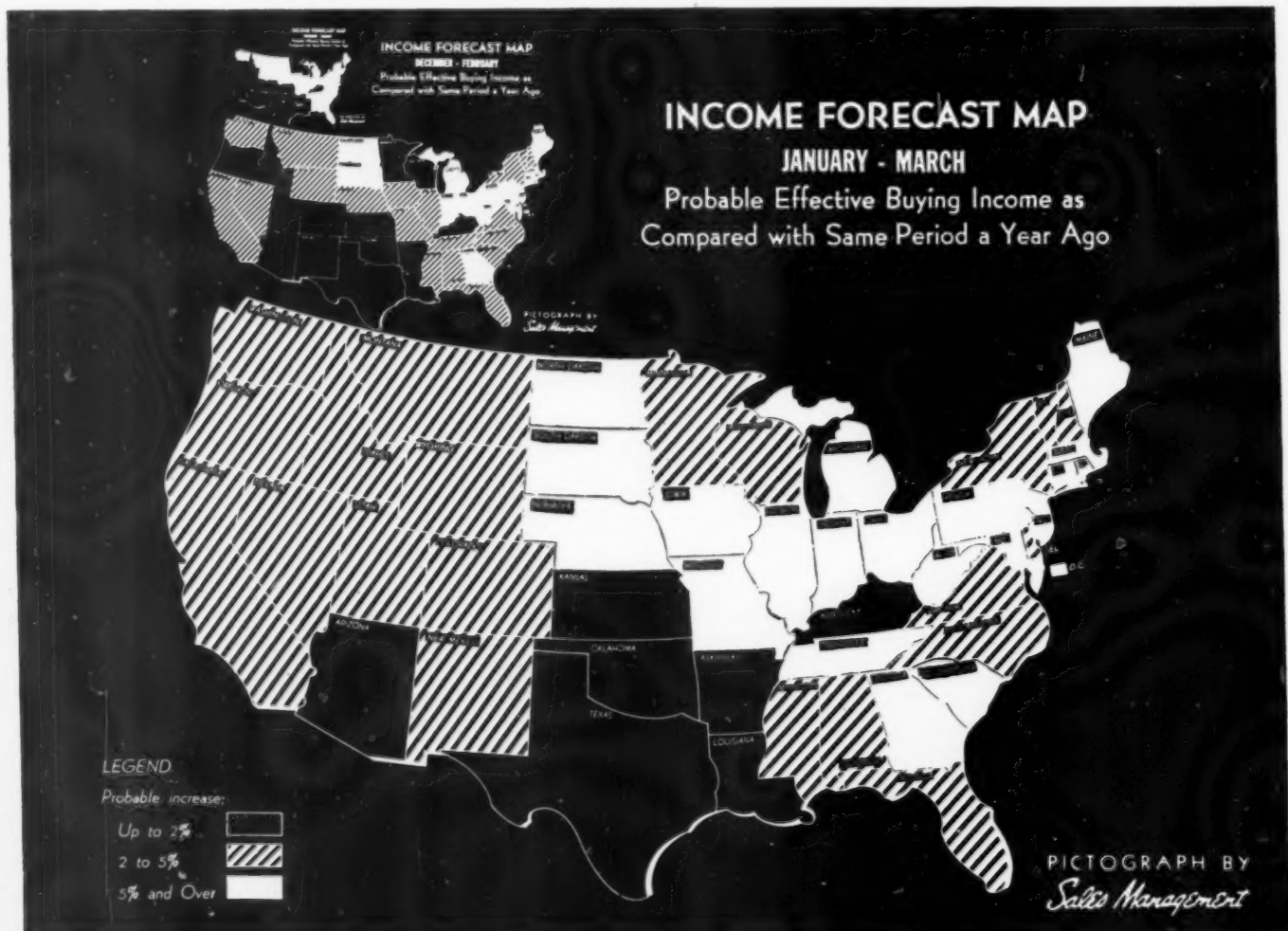
JANUARY 1, 1940

[11]

Current Effective Buying Income

State & Section	Ratio of Current Annual to 1939 Average	Per-Family Annual, 12 Months to Date in Dollars	Gain, in millions of dollars since January 1, 1939	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent	State & Section	Ratio of Current Annual to 1939 Average	Per-Family Annual, 12 Months to Date in Dollars	Gain, in millions of dollars since January 1, 1939	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent
Connecticut.....	109.4	\$2,800	93.5	★★★	North Carolina.....	102.9	\$1,464	26.6	★★
Maine.....	108.3	2,080	31.5	★★★	South Carolina.....	105.2	1,237	22.4	★★★
Massachusetts.....	109.6	2,929	262.1	★★★	Virginia.....	104.8	1,703	41.3	★★
New Hampshire.....	102.3	2,057	5.5	★★	West Virginia.....	108.1	1,612	45.2	★★★
Rhode Island.....	106.0	2,756	25.8	★★★	South Atlantic.....	105.8	1,776	343.1	★★★
Vermont.....	104.1	2,276	8.0	★★	Alabama.....	104.2	973	23.2	★★
New England.....	108.6	2,718	426.4	★★★	Kentucky.....	97.2	1,229	-21.6	★
New Jersey.....	107.6	2,783	193.8	★★★	Mississippi.....	102.0	701	6.5	★★
New York.....	103.7	3,178	358.0	★★	Tennessee.....	105.2	1,532	45.7	★★★
Pennsylvania.....	109.7	2,420	478.5	★★★	East South Central...	102.1	1,132	53.8	★★
Middle Atlantic.....	106.0	2,854	1030.3	★★★	Arkansas.....	100.8	1,092	3.8	★
Illinois.....	105.1	2,400	224.7	★★★	Louisiana.....	100.0	1,422	★
Indiana.....	111.3	1,848	158.2	★★★	Oklahoma.....	99.2	1,632	-7.0	★
Michigan.....	116.7	2,641	445.7	★★★	Texas.....	101.0	2,048	28.0	★
Ohio.....	110.7	2,322	380.9	★★★	West South Central...	100.5	1,712	24.8	★
Wisconsin.....	102.0	2,294	32.0	★★	Arizona.....	101.4	2,056	3.0	★
East North Central...	109.1	2,332	1241.5	★★★	Colorado.....	102.1	1,919	10.5	★★
Iowa.....	105.0	2,130	64.5	★★★	Idaho.....	102.0	2,054	4.4	★★
Kansas.....	101.4	1,644	11.1	★	Montana.....	104.7	2,156	13.1	★★
Minnesota.....	102.1	2,492	31.1	★★	Nevada.....	103.8	2,882	2.7	★★
Missouri.....	105.5	2,056	100.7	★★★	New Mexico.....	102.2	1,660	3.5	★★
Nebraska.....	105.4	1,725	30.3	★★★	Utah.....	103.8	2,205	9.4	★★
North Dakota.....	109.9	1,781	23.3	★★★	Wyoming.....	104.9	2,710	7.2	★★
South Dakota.....	106.4	1,651	16.0	★★★	Mountain.....	102.9	2,070	53.8	★★
West North Central...	104.3	2,024	277.0	★★	California.....	103.5	2,829	152.2	★★
Delaware.....	104.0	2,464	5.6	★★	Oregon.....	102.0	2,221	11.6	★★
District of Columbia....	105.3	3,967	25.1	★★★	Washington.....	104.4	2,436	43.6	★★
Florida.....	103.1	1,979	22.4	★★	Pacific.....	103.5	2,663	207.4	★★
Georgia.....	107.3	1,468	65.2	★★★	U. S. A.....	105.8	2,238	3657.9	★★★
Maryland.....	110.0	2,603	89.3	★★★					

(1) Based on expected percentage change from state's income same period preceding year.



It's the LIFE they lead...

SUBURBAN

PEOPLE WHO LIVE LIKE
THIS ARE SUBURBAN WHEREVER YOU FIND THEM



Better Homes & Gardens



It's the BOOK they read

The song of the saw means an orchestration of orders...a symphony of sales. Building and rebuilding are basic factors in keeping America on the move and in the money!

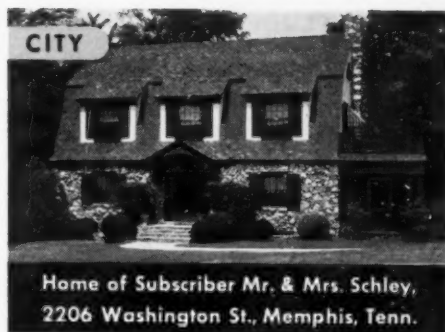
People who are interested in bettering their homes represent an *eager* market. Nothing equals the enthusiasm of people who are *doing things* to a home they own and love.

And what difference does it make whether they live in big towns or small towns or in-between? They are knit together by a common philosophy of living...a *suburban* mode of living. Is it for home and garden? Nothing is too good! Because home to them is not merely a place of

shelter. It is their center of happiness; their theatre of life.

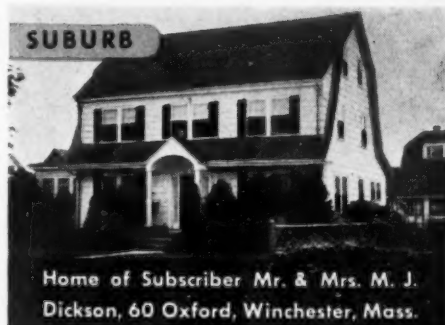
And there is one book to which these *true* Suburbanites look for education and inspiration: Better Homes & Gardens. The book that has pioneered many dollar-saving ideas for home builders (including the famous Bildcost Plan). The book that's all-home, all-service, all-family!

Remember this: *It's the life they lead* that makes these 2,000,000 reader-families your best volume market. *It's the book they read* that enables you to reach, at one time and at one cost, America's Biggest Suburban Home Market! Meredith Publishing Company, Des Moines.



CITY

Home of Subscriber Mr. & Mrs. Schley,
2206 Washington St., Memphis, Tenn.



SUBURB

Home of Subscriber Mr. & Mrs. M. J.
Dickson, 60 Oxford, Winchester, Mass.



SMALL TOWN

Home of Subscriber Mr. & Mrs. W. J.
Peyton in Fort Morgan, Colorado

BETTER HOMES & GARDENS

REACHING 2,000,000 FAMILIES
AMERICA'S BIGGEST HOME MARKET

For Full Measure of Buying Power of



Get ALL of Dallas with The Dallas Morning News

THE real Dallas runs far beyond the borders of the city and its suburbs. When you advertise to this market, do you do a thorough job among its city homes . . . and do you reach the able-to-buy homes of its towns, hamlets and farms? Its rural homes, which produce about one-third of the total farm wealth of the state? The homes of its oil fields

which harvest America's greatest output of "flowing gold"?

You can do it all with ONE newspaper — the universally-read morning paper of this market.

When you advertise in The News you get ALL OF DALLAS, with the best single coverage of Texas' most concentrated able-to-buy market!

Trade Follows The News

The Dallas Morning News

Representatives: JOHN B. WOODWARD, Inc.

Sell the Readers of the News and

You Have Sold Texas' Major Market

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending January 1, 1940:

Colonel Ayres on 1940

THE ANNUAL PREDICTIONS by Colonel Ayres of the Cleveland Trust Co. have become sort of an institution. Each December he makes a forecast of the year ahead both by business as a whole and by specific industries. He has had bad years, most of them in the early years of the big depression. But on the average he claims to have been right on 12 out of an average of 14 predictions made each December. In five years out of 17, he was right in all predictions. Four other years he missed on one. In three years he had only two misses and there were five years when he was wrong in more than two predictions. For 1940 his major predictions are as follows:

"It seems probable that in 1940 the volume of industrial production, which was about 105 this year, will be about 110, and that its average for the year will not vary from that level by 10%.

"National income, which will be about 69 billions in 1939, will probably be about 71 billions in 1940, and not over 3% above or below that total.

"Contracts for new building will probably be larger than those of any previous recovery year, and the largest since 1930, but not as large as those of that year.

"It seems likely that merchandise imports will be lower than in 1939, and exports probably higher.

"Department store sales may be expected to be higher than those of 1939.

"Outputs of iron and steel in 1940 will probably not vary by more than 12% from those of 1939.

"It seems quite improbable that commodity price inflation will develop in the country in 1940.

"Among series likely to make new all-time high records in 1940 are petroleum refining, output of electric power, tobacco products, and the production of airplanes."

The country's major problem, it would seem, is finding employment for the population increase of the past decade and for certain greatly depressed industries such as building construction. Colby M. Chester, Chairman of General Foods, told the National Association of Manufacturers in December that a survey among that Organization's membership revealed these outstanding facts:

1. November, 1939, factory employment 2% above the

1929 average, 3% above November, 1929, and 14% above November, 1938.

2. Eighty-three per cent of the companies reported an increase in production over the same time a year ago with the largest number of companies reporting an upward percentage change of from 10 to 19%.

3. For the next six months, 65% of the companies thought that business will be as good or better than at present, 16% thought that it would be worse, 19% expressed no opinion.



Even though there is a slack in productive activity during the first few months of this year (and that is by no means sure), there is no indication that there will be any slackening of domestic consumer demand. With greater employment, greater payrolls, there is greater public confidence and more of an inclination to spend. Remember this: *Industrial activity as the year drew to a close was the highest—after allowance for seasonal movements—on record.* Farmers' income in the next few months is expected by the Department of Agriculture to make less than the usual seasonal decline and will be appreciably larger than in the corresponding months of 1939.

Where Business Has Been Best

ON THE FRONT COVER of this issue we present a Marketing Pictograph showing by geographic sections the relative degree of upturn in total retail sales in 1939 over 1935. The 1939 increase over 1938 was approximately 10% according to estimates by SALES MANAGEMENT's Department of Research—and for 1940 the best sales totals in ten years should be every sales manager's quota.



Here's an interesting comparison between district sales results of the electric refrigeration industry and the life insurance companies based on the first ten months of the year. The method used in constructing the index was first to determine the amount of sales per 1,000 families, then to take that national figure as representing 100 and work out index figures for each of the geographic sections. Both industries—representing highly contrasting problems—had results which were strikingly similar.

	Sales of Ordinary Life Insurance	Sales of Household Electric Refrigerators
U. S. A.	100	100
New England	116	103
Middle Atlantic	120	127
East North Central.....	106	110
West North Central.....	93	87
South Atlantic	80	90
East South Central.....	51	62
West South Central.....	80	73
Mountain	89	80
Pacific	110	120



The monthly business survey of Brooke, Smith, French & Dorrance shows that out of 147 major trading centers,



99 of the areas gained in November business over October, 38 declined and ten remained without change. Major areas where the greatest gains were registered included Birmingham, Boston, Camden, Canton, Cincinnati, Cleveland, Columbus, Dayton, Detroit, Erie, Flint, Fort Wayne, Houston.

And Lansing, Memphis, Peoria, Pittsburgh, Richmond, Rochester, Rockford, San Diego, San Francisco, St. Louis, St. Paul, Toledo, Winston-Salem and Youngstown.



Engineering News-Record reports total construction volume for the year 1939 at \$3,002,856,000, an increase of 8% over the \$2,791,931,000 reported for last year. Of this total, \$890,707,000 is private, 11% higher than a year ago; and \$2,112,149,000 is public, 6% above 1938.

Beware of the Word "Proof"

THE NATIONAL BETTER BUSINESS BUREAU, INC., has issued a valuable release dated December 14 on the use of the word "proof" in advertising and selling claims. Buildings which won't burn, boots which won't leak, socks which won't shrink represent technological developments which may be translated into advertising through such forceful and understandable claims as fire-proof, leak-proof and shrink-proof.

The question arises as to the precise meaning of these terms and whether they are to be interpreted in their literal sense or whether they simply mean that a product so described is *relatively* fire-proof or leak-proof or shrink-proof.

The National Better Business Bureau recently made a study of consumer opinion and found that a majority of consumers interpret the word "proof" literally and that this consumer opinion is likewise held by the Federal Trade Commission. A review of its proceedings shows clearly that the Commission has held in scores of cases the claims that products are proof against something mean exactly what they say and are subject to corrective action unless literally true.



Not only is the FTC becoming increasingly hardboiled about the misuse of the word "proof" but it is clamping down on more and more national advertisers for the use of statements which are not literally true. For example, Lever Brothers on December 20 entered into a stipulation to cease certain representations in the sale of Rinso. The company will cease asserting that one using this product will "never" have red or rough hands; that the product in every instance will make clothes at least five shades whiter or that colors "never" fade when washed with it; that no other soap will produce the degree or kind of whiteness attained by Rinso, or will do as good or as quick a job.



This current fortnight the FTC issued another order under the Robinson-Patman Act which should be studied by companies now using different price schedules for different classes of buyers. The Nutrine Candy Co. of Chicago, distributors of bulk candies in the Middle West, is the firm involved.

"Findings are," says the FTC order, "that the company maintains four separate price schedules under each of which all of its bulk candies are listed. These schedules of prices are identified by the symbols 'ES' (Eastern Syndicate accounts), 'NS' (National Syndicate accounts), 'SS' (Small Syndicate accounts), and 'SR' (Small Retail accounts) and the price for candy of like grade and quality varies according to the schedules. The 'ES' schedules carries the lowest

and the 'SR' schedule the highest price per pound for candy of like grade and quality.

"It was found that the respondent permitted its salesmen to sell items to a customer from one schedule and other items purchased by the same customer at the same time from another schedule . . . The effect of these selling methods was found to be a substantial lessening of competition between competing retailers . . . and a tendency to concentrate in the more favored retailers the retail sales of the respondent's products. . . .

"Concluding that nothing appeared . . . to justify these price discriminations, the Commission ordered the Nutrine Candy Co. to cease and desist from such practices."



Business Must Unite to Fight for Freedom of Enterprise

Free economic enterprise in this country today is endangered by more than our governments, trusts, labor, rackets and other domestic factors. Dictatorship dominates most of the world. The United States, in fact, is the *only* major nation which has not regimented its people and its industries for a national purpose.

More than half of the world's two billion people are in nations now involved in war. The emergency of war has imposed dictatorship on England and France and on smaller democratic nations, such as Belgium, Sweden, Switzerland.

Scores of millions more, in Italy, Turkey, Spain, and many another country, have been ruled by dictatorship for years.

We cannot assume that, because we are thousands of miles from the seat of Old World "isms," our hemisphere remains immune. Mexico, Cuba, Brazil and other Latin American countries are dictatorships. For the duration of the war, at least, Canada and Newfoundland are dictatorships, too.

Dictatorship surrounds our frontiers. Dictatorship is a potential menace across both great oceans. Whatever we may say of the purposes and policies of such countries, the alleged "need" of meeting dictatorship with dictatorship is gaining ground here.

There are those in America who think that complete, effectual unity and some form of dictatorship in this country are inseparable.

SM disagrees. They are inseparable only if one group—political, business, labor, farmer or otherwise—is permitted to become so strong that it can thrust its policies down the nation's throat—and make the nation like it.

Unity we want. Unity we must have. But it must be, more than ever, unity of *all* individuals and groups to preserve the freedom and integrity of *each* of them.

America needs to preserve not only such Bill of Rights freedoms as religion, speech, press and assembly, but the traditional freedom of economic enterprise.

The American people, we think, *want* to be re-educated and re-dedicated to these principles.

Those who have reason for espousing free enterprise, for example, should tell people about it. The members of the National Association of Manufacturers and the United States Chamber of Commerce should explain why they think free enterprise and free competition help to give the people better jobs, better products and better livelihood.

They should not do this merely through propaganda. The job requires a more direct and a more thorough approach. They should not confine their efforts to trying to inspire editorial wailing and gnashing-of-teeth on their behalf. If taxes and regulations, consumer movements and strikes and foreign agitators, have become thorns in the side of business, they cannot be removed by tears or denunciation, by editors or by executives.

The ailments can be removed only by removing—as far as possible—the *conditions* which caused them; and by unity and vision by business organizations to tell a sincere and constructive story, in paid and signed advertising, to the American people.



Prentis



Stoll



Lewis



Hartlieb

H. W. PRENTIS, JR., president of Armstrong Cork Co., Lancaster, Pa., was elected president of the National Association of Manufacturers at the 44th Congress of American Industry last month. He had served as v.-p. of the Association in the previous year.

CLARENCE G. STOLL, vice-president in charge of operations of Western Electric Co., N. Y. since 1928, has been elected president. He succeeds Edgar S. Bloom, who retires after 43 years with the Bell System. Mr. Stoll has spent his entire business career with Western Electric, 36 years, rising from student apprentice to chief executive.

E. W. LEWIS has been appointed director of sales (a new post in the organization) by Globe Stove and Range Co., Kokomo, Ind. He was for many years sales director for Detroit Vapor-Stove Co. and later with Tappan Range Co. He will direct both sales and advertising.

J. F. HARTLIEB, executive vice-president of Continental Can Co., N. Y., will succeed O. C. Huffman as president on February 1. The latter will become chairman of the board of directors. Mr. Hartlieb joined the company in 1927 as assistant to the president, was elected v.-p. a year later, and executive v.-p. in 1936. Mr. Huffman has been 35 years in the can industry.

NEWS REEL



Hosking



Thompson



Gaylord



Charles

ARTHUR N. HOSKING, JR., has been named sales manager of the men's division of John B. Stetson Co., Philadelphia hat manufacturer. For the past four years he was in charge of sales, merchandising, and promotion of a division of Talon, Inc. Before that he was engaged in selling and merchandising work with *Review of Reviews* and other publications.

J. W. THOMPSON takes charge of sales in the eastern territory for Luxite division (women's underwear) of Holeproof Hosiery Co., Milwaukee. He has been Luxite's Pacific Coast representative for the last five years. He succeeds Irving Elfinbein, who has resigned from Holeproof.

RAYMOND E. GAYLORD is the new general sales manager for Rumford Chemical Works, Rumford, R. I. Since 1928 he has been with Cream of Wheat Corp., advancing from central division manager in Chicago to v.-p. in charge of sales and advertising in N. Y. Previously he was with Armour, William H. Nichols & Co., Chicago food broker, and was Indianapolis district s.m. for Sun-Maid Raisin Growers Association.

S. E. CHARLES, former manager of the N. Y. office, Thomas A. Edison, Inc., has been promoted to sales promotion manager of the Ediphone division at West Orange, N. J. He joined the Edison organization over ten years ago.

Photograph of Mr. Prentis by Harris & Ewing; Mr. Stoll, by Bachrach

How Can We Inspire Salesmen to Do a Better All-Around Selling Job?

Batting averages of the H. D. Lee sales force were lifted all along the line when the firm gave the men a program of specific sales tasks to tackle and supplied an incentive for them to follow through consistently.

ATEN-MONTH sales contest—involving no cash awards—rang the bell for H. D. Lee Mercantile Co. six times. It accomplished these results:

More new accounts were opened than in any previous ten months of company history.

The percentage of returned goods was lowered substantially.

Fewer cancelled orders and fewer refused orders than for any similar period.

More requests were received for dealer help advertising than ever before.

Men who previously were slow in getting in orders and answering mail learned that it takes no longer to write up orders and answer mail the same day than it does to put it off to some "convenient time."

Men who had been neglecting certain lines of merchandise started carrying samples of those items, and experienced increases in orders.

The ten contest-winning salesmen were made members of the "Lee Advisory Council" and met in Kansas City as guests of company officials to prepare and submit a report containing suggestions for more efficient distribution of Lee merchandise. These ten winners showed increases in sales volume averaging 35%.

Objective of the contest, however, was not simply to recognize the largest producers, but to stimulate all salesmen to do a better all-round job. Out of 135 salesmen only a few failed to respond to the contest and do a better job because of it; which means that so far as its appeal to salesmen, it was 95% effective. This is because the contest gave everyone—new men and veterans, big producers and small producers, men in thickly populated areas and men in thinly settled sections—an equal chance to win a place on the Council. Three of the winners have been with the company a compara-

tively short time. Each of the five factory divisions earned at least one representative on the Council, although no attempt was made to insure a winner from each division—it was genuinely a "national open."

Although the company did not ask salesmen whether they wanted the contest repeated, over 75% of them voluntarily wrote asking that it be continued—which will be done.

The contest was based on 20 performance points. The first eight of these were simply sales volume on specific lines of merchandise. The other 12 related to more general selling factors. The salesman was given a quota on each point: The quota was a moderate increase over 1938 performance, month by month, except where salesmen were unusually low.

The 20 points, with explanation of how each salesman was graded, follow:

Men's Union-Alls: On this and other merchandise, if the salesman's quota was reached, he received 100 points; if he dropped behind 10%, his score was 90; if he went over quota 10%, his score was 110. "Other merchandise," to which the same scoring system applied, included men's overalls and jackets; men's pants and

breeches; men's shirts; men's coats and blouses; (boys' division) overalls, pants, dungarees, shirts and play suits; caps; gloves.

Merchandising National and Local Advertising: On this the salesman was graded by his own factory division sales manager. The grade depended on how intelligently he used the company's national advertising portfolio, plus the use he made of dealer helps and display advertising. He was judged by the way he ordered display advertising and personally placed it in his customer's store. On this point the salesman was graded up to 100 points.

Manner of Working Territory: If the salesman worked 75% of his territory, he received 75 points. Naturally he could never hope to score more than 100 points.

Net Shipments: One of the most important points.

Dozens Sold.

New Accounts: The salesman must continually open new accounts to replace those that go out of business. It was an especially important item to the man who graded low on "manner of working territory."

Mail Orders: There is definitely a way to increase mail orders—induce merchants and clerks to make weekly check-ups of Lee stock and order sizes they need. Because some territories might never develop into large mail order territories, the quota was based on the exact number of mail orders the salesman received the preceding year. The suggestion was made that salesmen leave a mail order blank with every customer and urge the customer



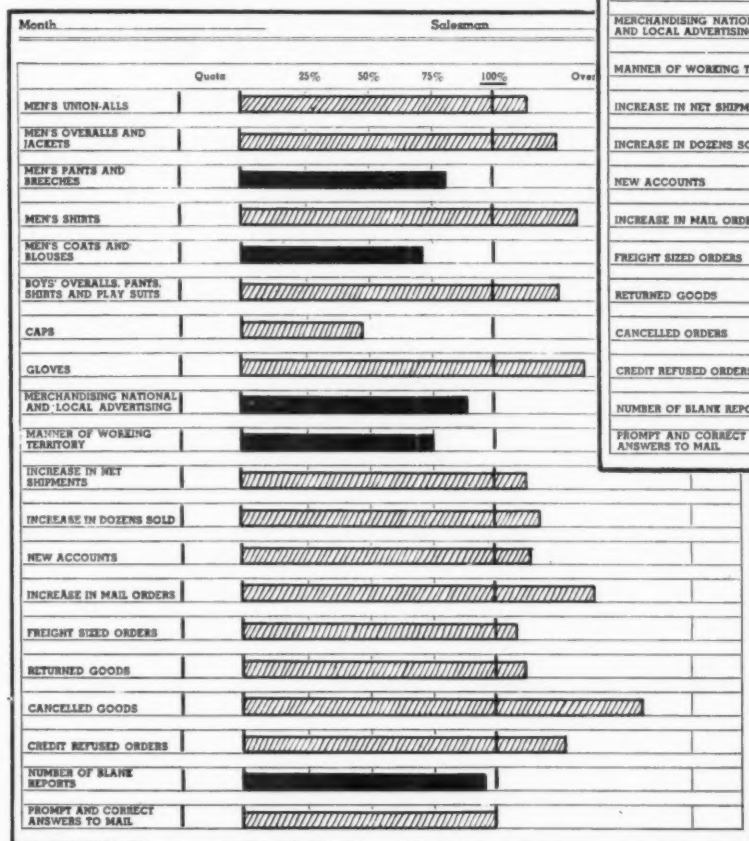
Based on an interview with
C. A. REYNOLDS

*General Sales Manager,
H. D. Lee Mercantile Co.,
Kansas City, Mo.*



SALES MANAGEMENT

Vivid red and green bar charts were sent each salesman each month as graphic evidence of his progress or lack of it. Below is the first-month record of a typical salesman. Red bars (here solid black) signalled too little sales effort on men's pants and breeches and men's coats and blouses . . . less than quota performance in merchandising national and local advertising, etc. On the other hand, green bars (here cross-hatched) showed extraordinarily good sales of men's shirts and gloves . . . excellent increase in mail orders . . . outstripping of quota in elimination of cancelled orders. As months went by, each man's monthly chart became cumulative. A typical five-month record is shown at right. At the half-way mark this salesman lagged behind quota on only four points; was two or more months ahead on seven.



to mail an order when he ran short of sizes.

Freight Size Orders: The salesman's own factory division office keeps a record of the percentage of freight size orders sold. If his 1938 record was 50% (that is, half his orders were this type) in any one month, then for the corresponding month in the contest that was his quota. If he showed a 10% increase, he received 110 as a contest score for that particular month. (A freight size order is one weighing 100 pounds or more. On such orders the company pays delivery charges; otherwise the merchant pays the transportation cost.)

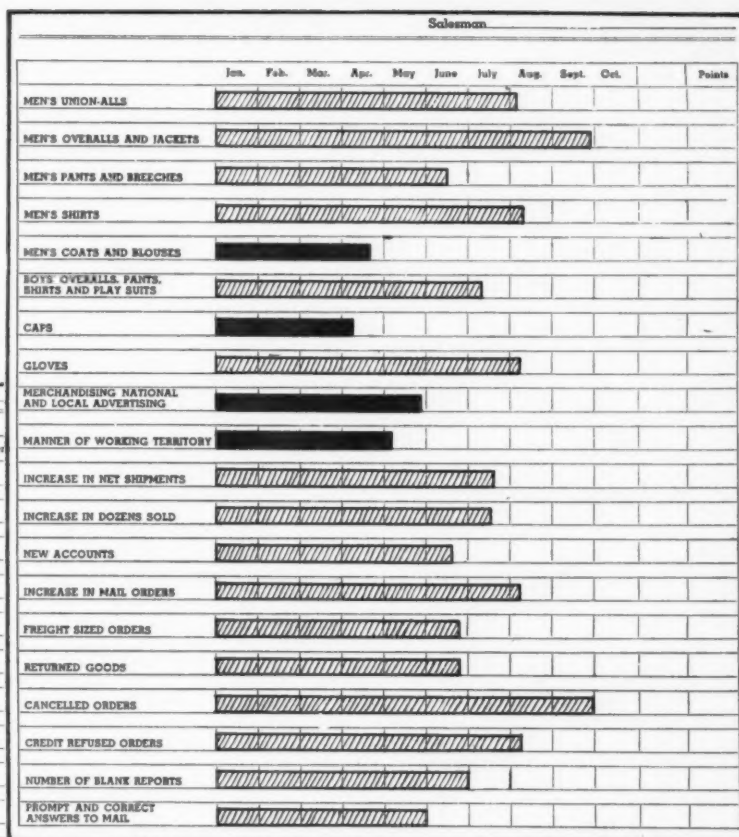
Returned Goods: Loose promises and improper selling are the causes of most returned goods. Some salesmen weren't given a quota which would require them to reduce the number of returned goods because their performance was good. On this point, and in connection with cancelled orders

and credit refused orders, a reduction meant an increase over 100 points in the contest. If a salesman reduced his returned goods from 3 to 1½%, his contest points totaled 150.

Cancelled Orders: This was made a point to reduce the practice some salesmen have of writing up orders "to make the sales manager feel good."

Credit Refused Orders: A reasonable amount of credit refused orders reflects a healthy condition, but excessive orders of this type were penalized in the contest.

Blank Reports: Every salesman will have an occasional day when he works but fails to get business, but such days are very infrequent. This point was important in getting salesmen to stop camouflaging an idle day. The salesman was not penalized for time off when the time off was okayed by his sales manager. Neither was the salesman penalized for lost time, if he secured the okay of his manager.



Prompt Answering of Mail: Prompt and careful handling of mail is characteristic of a well-balanced business.

Each salesman each month received a chart which showed his standing on the 20 points. As the months went by the chart score became cumulative. In this way the contest dramatized those factors salesmen sometimes are apt to overlook but which have a definite bearing on results. A bar in red crayon opposite a point on the chart indicated to the salesman that he had fallen down on that point that month, and the length of the bar indicated how much; a green bar signalled 100% performance or an improvement. No comparison of standings of salesmen was given to avoid discouraging the low men. The value of this is indicated by the fact that two of the winners were well toward the bottom of the list at the end of five months of the contest.

In order to avoid any charge of favoritism, the final grade sheets were simply numbered, and the auditors scored them by number. After the scoring, a sealed envelope from each factory division manager was opened and the list of numbers and corresponding names checked to learn the winning salesmen. L. C. Staples, president of the company, then immediately notified winners by wire, the sales force by bulletin.

With the announcement of the winners, all salesmen were invited to send

any suggestions or criticisms (and the latter were specifically invited by the company) to the winner from their division. Some 150 letters were received by the Council, and were included in the material which it studied and from which it made its report to the company.

This report (which was prepared by the Council in executive session except that occasionally executives were called in for information on certain points) included constructive suggestions, criticisms, etc., on all phases of Lee merchandising and manufacture, improvement of operations, speeding up of orders, handling of detail, etc. The company officials will go over these with care, and will adopt many of them.

Here are suggestions considered typical:

"The Council recommends a more elaborate dealer's price list, more in the form of a catalog with as much detailed description of each Lee garment manufactured as possible to give; also that price lists be mailed our customers at more frequent intervals."

"The Council lays great stress on the value and success of the Lee copyrighted sales plan for merchants on 'How to Turn Your Dull Days into a Profit' and recommends that the company increase the amount of sales helps on this plan so that Lee dealers and

Lee salesmen will put more effort back of the plan; thus making it possible for our customers to secure a larger industrial business."

Numerous specific suggestions were made as to certain types of new garments that the members of the Council felt would enjoy a good sale in their section of the country and in many other cases suggestions were made regarding new garments they felt would enjoy a big sale throughout the entire country.

The Council will continue to function through 1940, offering suggestions, conferring with officials, and so on. Names of Council members are being carried on Lee stationery throughout the year.

From losers company officials also received letters remarkable for their reflection of good sportsmanship and of respect and enthusiasm for the contest. One salesman, for instance, wrote, "As far as I am concerned the contest was a big success. It did me a great deal of good. Where I fell down . . . but that was my fault, not yours. If you ever hold this contest again, I will be a member of the Advisory Council." Another said, before the winners were announced, that "while I have my doubts about being a winner in the contest, I already feel I am much better equipped to do a better job next year."

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Billboards and Dealer Helps]

Calox and Dr. West

McKesson & Robbins and Weco Products Co. will work in double harness on February 17 when a two-color spread in *S.E.P.* announces a co-op deal on Calox tooth powder and Dr. West's tooth brush. The powder, regularly 30 cents, and the brush, regularly 35, are offered together for 39 cents.

A follow-up page in the *Post*, pages in *Life* and *Look*, drug trade journals, and dealer tie-in ads in local newspapers support the combination. Sherman K. Ellis, N. Y., is McK & R's agency.

A similar promotion was carried out two years ago, but at a higher price. At that time close to 5,000,000 combinations were sold.

Valspar

Valentine & Co., N. Y. paint, enamel and varnish firm, increases its ad budget for '40. Color pages are to run in *S.E.P.*, *Life*, *Collier's*, *American*

Home, *Better Homes & Gardens*, co-op space in newspapers with Valspar dealers, and a complete line of dealer helps. McCann-Erickson, N. Y., is in charge.

Valspar marine products, handled by Laporte & Austin, N. Y. agency, get comprehensive coverage in yachting, boating, and other marine magazines through the year.

Hats for Women

The number of national advertisers of women's hats is exceedingly limited, because much of the business is done by small millinery shops. In this select company is the Dobbs women's division of Hat Corp. of America.

For the next five months Dobbs' hats will have space in *Vogue*, *Harpers' Bazaar*, *Mademoiselle*, N. Y. newspapers. Dealer displays, tie-in local paper ads, reprints for direct mail will also promote eight Dobbs toppers, each of which has a name.

O'Dea, Sheldon & Canaday, N. Y., is the agency.

More Grippers Ads in '40

The button and fastener division of Scovill Manufacturing Co., Waterbury, Conn., will double the consumer advertising appropriation for "Grippers," patented snap fastener, in 1940.

Space in *S.E.P.*, *Collier's*, *Parents'*, *Good Housekeeping*, *Life*, *Esquire* will be used throughout the year, with other magazines added for seasonal promotions. An expanded counter card service for dealers, a dealer newspaper mat service, window trim designing and display units, and an even more extensive campaign in trade papers are supplementary. McCann-Erickson, N. Y., is the agency.

"Grippers" were introduced in 1936 on men's shorts, and have since been used on pajamas, union suits, children's underwear, and other garments.

Story Book Soups

Kemco Products Co., Kokomo, Ind., announces six varieties of "Story Book Soups" especially for children. Brightly colored labels picture the characters for whom the soups are named: Little Red Riding Hood cream of tomato, Peter Rabbit cream of carrot, Tom Thumb cream of pea, Three Bears cream of vegetable, Jack the Giant Killer cream of spinach, Three Little Pigs cream of celery.

"These soups introduce a 'play technique' in child feeding, and help solve the old mealtime bogey of how to get more vegetables and milk into a child's diet," says Morton S. Cox, sales manager. "They capture a child's appetite-interest through his enthusiasm for favorite story characters." Wheat germ and brewers yeast for vitamin B are added to the soups, which are unsalted and salted mildly.

Caldwell-Baker Co., Indianapolis, has charge of the advertising.

For Alemite

Alemite division, Stewart-Warner Corp., Chicago, is increasing its schedule for 1940. This will be the nineteenth consecutive year that Alemite has advertised to consumers. The combined schedules call for 57 advertisements in *S.E.P.*, *Collier's*, *Time*, *Country Gentleman* and *Capper's Farmer*, together with 120 insertions in 20 trade papers in allied fields. *Time* is used for the first time for advertising Alemite industrial lubricating equipment.

Copy and layout will be similar to that in trade papers—stories of important industrial case histories proving the cost and time-saving of industrial Alemite equipment. Similar ads will be

SALES MANAGEMENT

run in ten trade papers in eight fields for a total of more than 50 full pages, mostly in two colors.

Insertions for automotive lubrication advertising in *S.E.P.* are increased from ten pages in 1939 to 13 two-color pages in 1940. These will stress "the critical second 500 miles" in a copy theme based on the theory that 80% of the wear on a car comes when "ordinary greases" fade out after the first 500 miles following greasing. Photographs of sport events will tie in with copy written around the importance of "the strong finish."

S.E.P. and *Collier's* will each carry the message of Alemite motor oil in eight half pages of two colors staggered in a schedule running from January to November. Humorous headlines and illustrations will be used. Agency is Hays MacFarland & Co., Chicago.

Advelopes

Consolidated Edison Co., N. Y., has signed a new contract with National Premium Pay Envelope Corp., N. Y., thereby focusing attention on this latest advertising medium.

NPPE, which is about a year old, supplies some 3,000 employers in Gotham with pay envelopes for nothing. NPPE sells the space on the envelopes to advertisers on a guaranteed distribution basis. "Of the 250,000 wage earners in over 100 industries that we reach each week, 60% are women and 40% are men," explains L. M. Jeffe, executive v.-p. of NPPE.

"The advertiser is assured that readers will get his message at a time when they have money to spend. More,

they keep the envelopes—which have a record of earnings and deductions on them—because the flaps are coupons which entitle the wage earner to enter various contests conducted by NPPE. Or, these coupons may be used by the advertiser for his own offers.

"Our circulation is so classified that we can reach wage earners, either male or female, located in a specified territory, and earning salaries within specified brackets. There is no waste circulation, no unemployed.

"Upon delivery of the envelopes to an employer, he signs a receipt which in turn we submit to the advertiser, thereby guaranteeing a definite amount of circulation. The advertiser pays only for the number of envelopes specified on these receipts."

Consolidated Edison will use the envelopes to support its newspaper campaign for the General Electric radio-phonograph. Kayser Stores, Inc., used them for a Christmas package of three pairs of stockings. Mutual Benefit Health & Accident Association, Omaha, advertised a hospitalization plan with them.

Welcome Stranger

Want to make \$25,000 without clipping a single coupon, sending in any box tops, or completing a limerick? All you have to do is become the fond parent of quintuplets on New Year's Day.

Esso Marketers, "in celebration of our recent introduction of two new gasolines" (ads in 632 newspapers), will place \$5 in a savings account for each baby born between midnight New Year's eve and midnight New Year's

Day in the 18 states and D. C. (New England to Louisiana) in which we market.

"Twin babies will be credited with \$100 each; triplets with \$250 each; quadruplets with \$1,000 each; and quintuplets with \$5,000 each. Statistics indicate that 3,000 babies will be born on this day. We may expect 35 sets of twins, one set of triplets. Quadruplets occur once in every 658,503 births and quintuplets once in every 57,289,761 births." But, of course, you may be that 761st parent to hit the jackpot.

Advertising, through McCann-Erickson, N. Y. agency, will be by direct mail, and by the "Esso Reporters" on 34 radio stations. Marschalk & Pratt, N. Y. handles the latter. Some 39,000 doctors, 4,400 bankers, 1,850 hospitals in the territory have been told of the award. Papas and mamas may present the birth certificate at any savings bank and collect.

Six 60-Minute Shows

National and Columbia broadcasting systems each start the new year with a half dozen one-hour sponsored shows. Chase & Sanborn is cutting its NBC hour in half, thereby removing the padding from Charlie McCarthy's period, on January 7.

Which leaves NBC with the Bristol-Myers "Fred Allen Show" (for Sal Hepatica and Ipana), and "Kay Kyser's College" (American Tobacco's Luckies), on Wednesday night; General Foods' Maxwell House, and Kraft-Phenix cheese on Thursday. Cities Service gas and oil has a Friday night hour. Miles Laboratories' Alka-Seltzer "National Barn Dance" is on Saturday. The last is a Blue network program, all the others are Red.

CBS has Campbell Soup and Ford Motors on Sunday; Lever Brothers for Lux on Monday; Texas Co. "Star Theatre" is on Wednesday. Chrysler's Major Bowes' Hour is on Thursday. General Foods' Kate Smith Hour, for Grape-Nuts, is on Friday.

Although Chase & Sanborn's hour is lopped, the parent Standard Brands is substituting a Tender Leaf tea script show, "One Man's Family," in the latter half hour. "Family" was formerly a daytime serial.

Have an Accident?

It's your own fault if an accident catches you without insurance in 1940. Standard Accident Insurance Co., Detroit, and Hartford Accident and Indemnity companies are doing their best to safeguard you.

Standard's campaign runs in *Time*, (Continued on page 37)

THIS PRICE ONLY FOR LIMITED CAMPAIGN SUPPLY

Advance 1940 Combination RADIO-PHONOGRAPH

NEW CASH OF \$245.00

CONOLIDATED EDISON SYSTEM and COOPERATING STORES

Week ending

Amt. earned	
Fed. old age	
Unemp. Ins.	
Other Ded.	

Amount Paid

This receipt for tax deductions complies with U. S. Treasury rules. Itemize. You will need it also to complete your income tax return.

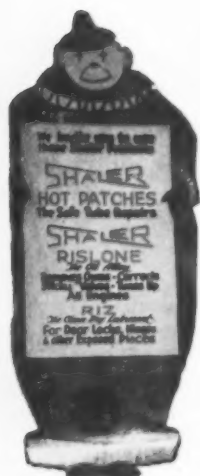
Here are some of the features

YOU GET WITH THE RADIO-PHONOGRAPH COMBINATION...

- 6 GE Tubes plus one ballast tube
- 8 1/2-inch Dynaflex Speaker
- Latest 6-Ray Feather-touch tuning plus manual control
- Automatic Tune Arm changes from radio to phonograph
- Built-in Beam-to-Scope... no aerial, no ground
- Automatic volume control

Distributed by National Premium Pay Envelope Corporation, 251 Fifth Avenue, New York, N. Y.

Advertisers may buy from 50,000 to 1,000,000 a month of these pay envelopes, which are supplied free to employers. Ad messages are printed on them in one, two, or three colors. Returns from contests and special offers, according to L. M. Jeffe, v.-p. of National Premium Pay Envelope Corp., have run from 2.5 to 5.6%.



Right this way, folks, for the Shaler Circus! For three years it thrilled, tickled and edified dealers from the rockbound coast of Maine to Sunny California! The side-show posters are tie-ins with the sales story that company actors and comedians put across to dealer-audiences. Behind the slapstick and hoopla, which was amusingly noisy, was shrewd, painless education.

Why 165,000 Repair Men Fix Flats "The Shaler Way"

LESS than five years ago the Shaler Co., of Waupun, Wis., had what is referred to as "some contact" with 1,200 dealers. Today it has a carefully worked-out merchandising program which gives it continuous contacts with 165,665 authorized tube repair and dealer services. In every case the key man—owner, manager or buyer—is listed.

More, it knows the names and addresses of 16,000 individual jobber salesmen. These figures refer to the United States. Besides that it has extended its business to 105 foreign countries.

Clarence A. Shaler started the business 'way back in 1880. In the beginning he made clothes wringers and umbrellas. When motor cars came in Mr. Shaler was one of the first enthusiasts. Tires not being what they are today, he early had plenty of tire trouble.

To make his own repairing easier he worked out a vulcanizing plan of his own, building his first vulcanizer in 1904. Because heat was needed, he tried out electricity, gasoline and gas. The present system, "hot patches," employing a piece of impregnated strawboard in a flat metal "saucer" for heat, and a para rubber patch, was perfected in 1914.

In the beginning prices ranged from \$15 for a small spot repair vulcanizer to \$1,000 for an elaborate battery of vulcanizers. Evolution has been such in the business that today a repair man may equip his work bench with a complete vulcanizing outfit for as little as

At the time when repair men were looking upon tube-patching as a dying business, Shaler executives saw what they believed to be a real sales opportunity in that field. Today the Shaler "Hot Patch" method for handling tire leaks is standard from coast to coast, and volume averages more than 160,000 patches per day.

Based on an interview with
WILLIAM S. COLES
*Vice-President in Charge of Sales,
The Shaler Co., Waupun, Wis.*

\$3.98. Profits come from the repeat business in patches, like razor blades. Current manufacturing schedule calls for 160,000 "hot patches" a day.

But it wasn't always like that. Ten years ago it was believed that the patching of tubes was going out; the business dying. The life of a tire had gone up to 20,000 miles, concrete roads were in, the repair business was staggering and Shaler began to gasp.

To make the problem worse, a variety of patches, mostly "cold patches," were available at low cost in department stores, five-and-tens, bicycle repair shops and what have you? Some even cut their patches from old tubes. You could gum a patch on a tube and hold it with your fingers until it "set," or you could hold it down with your foot or sit on it.

Several things, however, made the job unpopular. It meant dirty hands, mussy

clothing, and labor. Very likely the patch leaked, or wouldn't hold, or blew out and it had to be put on all over again. Shaler visioned a nation-wide, reliable, effective repair service. Shaler saw the public freed from making its own repairs. It saw a nation of tube repair men standardized on the Shaler "hot patch." The problem was how to go about it.

To accomplish this two things had to be done:

1. The public had to be persuaded to turn its tube repairs over to the service station repair man.
2. The service station repair man had to be induced to standardize on Shaler patches.

The job has taken ten long years, but today Shaler claims the largest dealer organization in the rubber or automotive industries; a group more than four times as big as its nearest

runner-up. These are called "controlled dealers." That means that the entire group—165,665 "authorized members"—uses the same equipment, the same materials and applies them in the same way.

When a dealer—who is usually the operator of a filling station, a service station or a garage—has been authorized, he receives at once a package of sales helps which include:

1. A neatly engraved, impressive-looking certificate which can be framed, mounted or otherwise posted prominently in his place of business.
2. A lithographed metal "Authorized Member" sign in four colors for display in front of his station. This indicates that he is equipped to make guaranteed tube repairs.
3. A supply of 50 claim checks.
4. A supply of 50 identification stickers.
5. A window display piece or cardboard counter display card.
6. A group of curb tire insert signs.
7. A copy of the current issue of "Hot Patches," a 24-page magazine in colors, containing human interest stories, a comic section, an instructive section, and many articles of interest to service station operators.

"Hot Patches" was started as a house organ. In its early days it had a circulation of 45,000 and came out monthly. More recently the press run has risen to 200,000 and now it is issued only at the beginning of the Spring, Summer and Fall seasons. One page in the magazine carries an illustrated story which shows all types of current advertising available.

Every time a new "member" is sold the wholesaler's salesman gets a bonus of \$1 for reporting the sale with the name of the key man in the station.



Shaler's gaily painted "Highway Patrol" trucks maintain the circus atmosphere to some extent. They are operated by a missionary salesman who, when he hits a town, takes a local jobber salesman with him. The latter watches the missionary's demonstrations and collects on all sales made. Of even more importance to the company, he gets a healthy dose of enthusiasm for Shaler products.

This not only gives the salesman a small bonus on the sale, but works to keep the mailing list up-to-date and complete.

Consumer advertising, to acquaint the public with the service, was started early. Such magazines as *S.E.P.*, *Collier's*, *Time* and others have been used. In the trade journal field the company used *Super Service Station*, *Gasoline Retailer*, *Tires*, *Chevrolet Dealer News*, *Petroleum Marketer*, *National Petroleum News*, *American Automobile*, *Automobile Trade Journal*, *Automobile Digest*, *Motor*, *Motor Service* and many others. Consumer advertising stressed "Look for the authorized member sign."

More than 220,000 blow-ups, about 2½ x 3 feet, showing typical advertising, have been used in a single year; 300,000 pieces of display advertising; 1,317,900 envelope stuffers and other materials.

Real showmanship entered the campaign in 1934 when the "Shaler Circus" was organized. "Monk" Watson, a veteran vaudeville entertainer, was employed and around him was built a show which included professional and non-professional entertainers who became clowns and stunt men. Company salesmen gradually were drawn into the picture.

The circus traveled up and down the country, visiting as many as 159 cities in a year. It was ballyhooed in a big way, wholesalers and distributors supplying tickets to dealers in the surrounding country everywhere. This was continued for three years; and each year it gained in popularity, as the ever-increasing attendance proved.

In Houston, Tex., 448 attended the first year; 1,232 the second year. At

Macon, Ga., the attendance was 4,135; at Denver about 3,600 with an estimated 2,000 turned away; at Toronto, 3,325; at St. Joseph, Mo., 5,200; at Beaumont, Tex., 1,550; at Boise, Idaho, 1,500; at Tulsa, 1,650—and so on everywhere.

The idea was to give the dealers a sprightly and interesting entertainment which would send them home happy. Between the acts the sales story of Shaler was told, with demonstrations. Without the circus, or its equivalent, the management knew it could never get so many dealers together. The object was to do the job before masses of men all of whom fitted into the Shaler sales picture. It was in a measure the old medicine show idea rebuilt and refashioned to fit a specialized need.

The jobber, when the circus came, was required to supply a hall, theatre or other suitable meeting-place. Because he then had a financial interest in the show, he naturally bent every effort to make it a success. It was up to him to help work up the audience; call in as many of his dealers as he could get.

Among the promotional pieces sent these jobbers were individual date cards, tickets to the circus, return cards reading, "O.K. Count Me In," circus posters for jobbers' stores, etc. Some of the jobbers, waxing enthusiastic, ran advertisements of the circus in local newspapers. Some announced it via radio. Before it ended the public was clamoring for admittance.

When this developed, it was necessary to limit attendance to carefully selected customers. At the close of the

(Continued on page 69)





The last tin horn has tooted and its owner has flopped on the bed, like a bundle of damp-wash. The hotel scrub-team has swept up miles of tangled tissue, bushels of busted balloons, buckets of cigarette butts. The last champagne cork has been retrieved, the druggist is doing a rushing business in Alka-Seltzer, and we know it is 1940. Happy New Year!

The old year, with few exceptions, was no bargain. It saw the dissolution of Czecho-Slovakia and the dismemberment of Poland, though fires burn fiercely in their liberty-loving souls. It saw the resumption of war in Europe, with threats to neutrals who had miraculously escaped the last one. Edward and "the woman I love" were received in England, and a deposed monarch of Prohibition days was received in a Baltimore hospital for mental treatment.

The index of general business climbed to the high point of 1937 and was pushing toward the record peak of 1929. Wacky pension-schemes lost at the polls, and the G. O. P. announced a lightning war for the 1940 campaign. But the "low countries" will be flooded with relief checks, promises of governmental economy and "no new taxes," and that will be that.

As a radio preacher pointed out recently, it's probably a good thing we can't see too far ahead. "Take therefore no thought for the morrow; for the morrow shall take thought for the things of itself. Sufficient unto the day is the evil thereof." If each of us does his level best every hour of every day, none of us needs worry too much about the shape of things to come.

The provident dog who buries a bone against a rainy day is always in a cache position.

Like the umpire, who calls them as he sees them, I have often mentioned here the need for improvement in radio commercials. It is a pleasure, therefore, to cite WOR's Martha Dean for the most human ad-libbing these trained ears have ever picked up.

Deliberately ingenuous, she sells you a bill of goods before you even suspect there is a salesman on the premises.

George Kaufman, brilliant playwright and inveterate punster, is said to be a "perfectionist." He sweats over a single line of dialogue, sometimes for hours, taking out a word here, putting in a word there, to improve the natural flow and rhythm. Copywriters, please note!

Les Hamilton, Western Union's ad manager, tells me how his firm ties a figurative string around the public's finger, reminding folks that tomorrow is Aunt Ida's birthday or Pa and Ma's 35th wedding anniversary. WU builds a tickler system on greetings filed the previous year, sells telegrams to as high as 69% of the people reminded by telephone that "Last year, at this time, you sent, etc." Les calls this "a new high mark in repeat sales, and all closed by a simple 1-2-3 reminder for which we are volubly thanked."

The uses of parenthesis: "She had so many children (because) she didn't know what to do."

The military note penetrates the advertising of sex books. Eugenics Publishing Co. talks about the "martial" rights of husbands.

A while back, I suggested "Winterlude" for use in advertising Winter vacations. N. B. Winkless, Jr., however, feels that "New England blue-noses, seeing it puffed in conjunction with those Florida bathing bims, would pervert it to 'Winterlewd.'"

I seem to do better in the local contests. The Philadelphia *Inquirer* gave me \$10 as first prize for a title to a picture of two lion cubs: "Cat-alogued in Who's Zoo."

Slogan for Young & Rubicam's art director: "Imitation is the sincerest form of Flannery." Vaughn has created where many have followed.

Ted Fredenburgh's comment on SM's item about the Army adopting a

new blue uniform in place of khaki is: "Looking backward, eh?" Which was also the title of a book by Edward Bellamy, Ted.

You don't need a passport or even a visa,
To know it's a lean year for towers
in Pisa.

The permanent-wave song: *The Stars and Stripes Forever*.

At least two radio advertisers mention the "fragrant aroma" of their products. That's making doubly sure, like "dead corpse."

A malingerer, you might say, has a sham pain.

For consistently good copy, projected in consistently good layouts, I call your attention to the advertising of Hamilton Watches. Agency, BBDO.

Slogan for Karo syrup: "Neatest treacle of the week."

Maybe the Scandinavian countries should slip Joe Stalin a Mickey Finland.

Successful salesmen are sometimes hard put to explain their method. They have been doing it so long, without stopping to ask themselves how or why, you may conclude that instinct has something to do with it. Possibly it is a combination of instinct and experience. Not a bad team in an advertising agency.

No Sale: "Just a throng at midnight, raiding the kitchen canteen."

It's About Time Dept. The Cowles Stations announce: "Here's one contest your ice-man can't win! This one is for ad-men only."

Ferdinand, come to think of it, is also a sitting bull.

Patrolman's version of an old song that came back with a bang: "And when I slug, I always slug with (a) billy."

When Crowell telescoped some of their overlapping departments, Assistant Sales Promotion Manager Harold A. Hall set about promoting his services in a clever booklet titled: "Enough iron to make a nail." A good argument, well presented.

Happy New Year! (This is where we came in.)

T. HARRY THOMPSON
SALES MANAGEMENT

How to Find the "Plus" Buying Power in America's Major Urban Markets

This newest guide to selective selling relates buying *power* to actual *buying*; shows how to get the most for your sales and advertising dollars by sorting out the economical, easy-to-reach markets. In this searching analysis the authors introduce a scientific method for evaluating both the potentialities and the problems of state, trading area and city markets . . . and show actual application of this new method to all state markets.

BY

CLARENCE E. BOSWORTH AND RICHARD L. EDSALL

The James Thomas Chirurg Co., Boston

ONE trouble with most available statistics on and methods of gauging the worth of various markets is that they actually give distorted pictures.

You may learn from the figures that two markets each yield an equal volume of sales, for products in general or for your type of product. But the obvious conclusion that the two markets are identical, is usually *wrong*. The figures, for instance, may fail to disclose the fact that to make the same dollar volume in one market, it takes 50% more consumers than in the other.

Those who *have* money don't necessarily *spend* it. Vivid illustrations of this can be seen in SALES MANAGEMENT's estimates of 1938 retail sales, compared to SALES MANAGEMENT's 1938 effective buying income.* SM estimates Michigan residents to have had only 2.3% less effective buying income than Bay Staters—yet retail

sales to have been 12.3% lower in Michigan than in Massachusetts. Similar wide variations between effective buying income and retail sales occur all up and down the line in cities and their trading areas just as in states.

This by no means indicates that facts on the effective buying income of any area are not important. If the market shows a big potential effective buying income that isn't reflected in retail sales, it means you might well spend *more* money there, in local media, to turn the potential buying power into actual spending.

A precise measurement of the differential between what people *can* spend, and what they *do* spend is one which will pick out selectively those markets which now are the best spenders, where results will be proportionately greatest compared with the investment—and on the other hand, will also point to those markets where there is a rich, unworked potential, calling for extra local sales and advertising concentration, to transform buying *power* into *buying*, i.e., convert effective buying income into retail sales.

These factors can help you gauge the kind of returns you are likely to get per sales-and-advertising dollar—what relative sales quotas to set for each market—how much advertising money to apportion to each—etc.

The figures presented in both of the accompanying tables are based on 1938 retail sales and effective buying incomes. Changes—for the better—have taken place during 1939 in a great majority of those markets. Therefore the chief value of the study is its development of a formula which can be applied at any period with the use of the most up-to-date figures available. In one of the concluding paragraphs readers will find information on how to make periodic changes from data given in SALES MANAGEMENT's monthly figures of effective buying income by states, and in the accompanying Table 2, the second column shows these revisions as of December 1, 1939.

A Yardstick for Measuring "Selective" Markets

Presented here, in Table 1, is a comparison of the various states as "selective" markets. This is shown here by states first of all, to establish and explain the method used. Of even greater value to most marketers will be the application of this method to individual city trading areas. The formula shown for state markets can be applied to city areas without modification.

From the standpoint of selective selling, a market that yields considerably less gross sales than another may nevertheless be more profitable to cultivate. Therefore column 1 of this table is not in terms of volume at all—but on a per-family basis. It shows the ratio of retail sales per family in each state to the national average of retail sales per family.

Column 2 shows the ratio of urban (over 2,500) to total population as a per cent of the U. S. average, which is 56.2%.

Column 3 of Table 1 presents an urban quality rating, represented by an average of the first two columns.

Thus we have in Table 1 a picture of the quality of each state as an urban market place.

In Table 2, as will be developed later, this quality index is combined with quantity, thereby providing a realistic, approximately accurate percentage figure which can be used for the setting of quotas. This should result in more economical and profitable selling since it tends to shift selling emphasis to those states where people are easy to reach and whose purchases are above average.

* The SALES MANAGEMENT estimates of retail sales and of effective buying income which we have used in this article are copyrighted by SALES MANAGEMENT April 10, 1939, Survey of Buying Power. Further reproduction forbidden.

Table 1
**Ranking of States on an Urban
Quality Basis**

The columns in this table are based upon Retail Sales and Urban Population figures as presented in SALES MANAGEMENT's April 10 Survey of Buying Power.

STATE	Per family retail sales, 1938, compared with U. S. Average	Ratio of urban to total population compared with U. S. Average	Urban QUALITY rating of state (average of 2 preceding columns)
NEW ENGLAND			
Connecticut.....	116.3%	125.3%	120.8%
Maine.....	104.5	71.7	88.1
Massachusetts.....	120.9	160.5	140.7
New Hampshire.....	104.7	104.4	104.6
Rhode Island.....	120.9	164.4	142.7
Vermont.....	95.0	58.7	76.9
MIDDLE ATLANTIC			
New Jersey.....	111.9	147.0	129.5
New York.....	144.2	148.8	146.5
Pennsylvania.....	103.3	120.6	112.0
EAST NORTH CENTRAL			
Illinois.....	96.9	131.5	114.2
Indiana.....	85.0	98.8	91.9
Michigan.....	93.1	121.4	107.3
Ohio.....	104.7	120.6	112.7
Wisconsin.....	108.6	94.1	101.4
WEST NORTH CENTRAL			
Iowa.....	91.3	70.5	80.9
Kansas.....	80.3	69.0	74.7
Minnesota.....	121.0	87.2	104.1
Missouri.....	83.9	91.1	87.5
Nebraska.....	81.7	62.8	72.3
North Dakota.....	85.1	29.5	57.3
South Dakota.....	74.8	33.6	54.2
SOUTH ATLANTIC			
Delaware.....	117.9	92.0	105.0
District of Columbia.....	245.5	177.9	211.7
Florida.....	100.9	92.0	96.5
Georgia.....	74.5	54.8	64.7
Maryland.....	109.4	106.4	107.9
North Carolina.....	63.9	45.4	54.7
South Carolina.....	55.0	37.9	46.5
Virginia.....	83.0	57.7	70.4
West Virginia.....	76.0	50.5	63.3
EAST SOUTH CENTRAL			
Alabama.....	49.5	50.0	49.8
Kentucky.....	59.0	54.4	56.7
Mississippi.....	34.2	30.1	32.2
Tennessee.....	72.4	61.0	66.7
WEST SOUTH CENTRAL			
Arkansas.....	48.4	36.7	42.6
Louisiana.....	67.7	70.6	69.2
Oklahoma.....	74.1	61.0	67.6
Texas.....	95.5	73.0	84.3
MOUNTAIN			
Arizona.....	110.9	61.2	86.1
Colorado.....	99.6	89.3	94.5
Idaho.....	96.0	51.8	73.9
Montana.....	97.8	60.0	78.9
Nevada.....	133.2	67.3	100.3
New Mexico.....	91.4	44.8	68.1
Utah.....	98.6	93.2	95.9
Wyoming.....	141.5	55.3	98.4
PACIFIC			
California.....	131.1	130.4	130.8
Oregon.....	118.5	91.3	104.9
Washington.....	114.1	100.7	107.4

Marylanders, with More Money, Spend Less Than Georgians

The point on failure of markets to match population is too well known to need elaboration; but many people still believe that sales in a market can be measured fairly accurately by the amount of consumer income that market contains.

It is so only up to a certain point. Not only in many cases do local income figures get raised disproportionately by a large number of rich people (who simply cannot spend money on goods in proportion to their incomes)—there is also the wide variation in people's spending habits. People in small towns are notoriously more savings-minded, less inclined to live up to and above their incomes, than city slickers.

It seems hardly debatable that the best indicator of what people will spend is the record of what they have just spent the year before—modified by the most recent available figures on effective buying income.

To our way of thinking, it is the actual sales made, not the effective buying income, which is basic. Income by itself is not an extremely close gauge of store sales. People may put their money into the bank, or into a sock, or into real estate, or into a wild-cat oil well promotion. Effective buying income shows what *may* be spent, not what *is* spent.

A concrete example of the difference between having money and spending it is shown in SALES MANAGEMENT's "Survey of Buying Power." People in Maryland are estimated to have had slightly more available money than Georgians in 1938—yet retail sales were 13% lower in Maryland. A partial explanation may be that Washington stores get patronage from nearby Marylanders.

As we noted before, using retail sales as a base is the best way to measure the present quality of a market, the results per dollar to expect from it in a broad campaign. Turning to individual markets, it is also important to note whether retail sales fall far below effective buying income—and if they do, to strengthen local advertising and sales coverage, to pull that buying power into the cash register.

Another basic difference between income and sales figures is this: Income figures for a county or city show how much is available for spending in that county or city, while the sales figure shows how much was bought in that county or city. Much of the income in a high-income county may be spent in the retail stores of an adjoining low-income county.



There's a **SUPER-CITY** right across the street!

Every city in America has been blended into one big Super-City *right across the street from you.*

Long Distance did it. You can pick up your telephone and reach any point in Super-City quicker than you could walk three blocks!

Super-City is brimming with new business. Your telephone will help you find it—help you sift the good prospects from the poor ones.

You can follow up a promising lead in Boston or close a profitable order in New Orleans—all in a matter of minutes.

Whether you're buying, selling, collecting, or delivering, Long Distance telephone service multiplies your ability to get places and get things done—in direct, *personal* discussion with the men who make decisions.



Let's take last year's retail sales, then, as a major measurement for this year's sales possibilities. First, however, before we can properly compare one market with another, let's put them on a per-family basis.

Four Mississippi Families = One New York Family

The results are rather amazing. Retail sales per family last year, based on SALES MANAGEMENT's estimates for the various states, ranged from \$411.15 in Mississippi to \$1,735.49 in New York (omitting the peak state, D. C., which can't be fairly compared with others). In other words, the typical family in Mississippi was worth less than a quarter as much (to America's manufacturers and merchants) as the typical New York family. And the other states vary all up and down the line—a Wyoming family almost as big a spender as a New York one, and nearly 50% a bigger buyer than the typical Idaho family right across the state line.

First, let's put the per-family sales figures for each state on a basis which makes it easy to compare two states (or two counties or two cities). The most useful basis of this sort is to express each state's per-family sales as a percentage of the U. S. average. That average was \$1,203.89 in 1938. D. C. was, for example, 245.5% of this average, Arkansas 48.5%. In this way we can easily see not only the relative value of D. C. and Arkansas, but also how each of them compares with the country as a whole.

It shows us that we should give the average Connecticut family a credit of 16% above the average U. S. family—in South Dakota a dis-credit of 25% below average.

Another very important measurement of the quality of a market, its desirability to a man seeking to gain maximum sales at minimum cost, must also be included. This is a measurement of how economically concentrated in cities—or how diffused over villages and rural areas more expensive to cover—a particular state market is.

The states vary tremendously on this point. And it means a lot to a marketer. For "urban" families (as the Government defines them, people in places over 2,500) spend more money, as well as being more economical to cover. They have, generally, higher incomes. They rarely raise any of their own food. They *have* to spend.

We have tried out five different methods of bringing this factor of relative urban concentration into our rating of the quality of state markets—and have found that the most accurate

results are obtained by determining how the proportion of urban to total population in each state compares with the national average. In the country as a whole, 56.2% of the population was urban in 1930—in Connecticut, 70.4%, or 25.3% above average; in Maine, 40.3%, or 28.3% below average. Column two of Table 1 shows how each state stands in this matter of urban concentration.

Averaging these two basic measurements—per family sales and urban concentration—gives us the best general measurement of a market's *quality*. In other words, this averaging shows how good and desirable a given market is, apart from its size or volume. Column three of Table 1 gives this quality measurement for each state.

In Table 1 we therefore see each of the 48 states and D. C., measured for

Retail sales per family
Amount of urban concentration
Combined quality rating.

However, Pennsylvania Is Not 10th Among America's Markets

In the ratings of *quality* apart from size, nine other states rank higher than Pennsylvania. Yet as we all know, in final importance Pennsylvania is second among the states. Obviously we must now apply the measurement of *quality*, to the *quantity* of the market.

That's what is done in Table 2. Each state's volume quota is obtained by

multiplying the *quality* rating from column 3, Table 1 against the state's population, then figuring the result as a percentage of the United States total. These "Quality-Quantity-Quotas" as of 1938 are given in the first column of figures in Table 2.

Column 2 brings column 1 up to date on a 1939 basis, and is commented on in the following paragraphs headed "Keeping Your Market Measurements Up To Date."

The third column shows the percentage of the nation's population—and is inserted for easy comparison with the volume percentage figure.

The fourth column of figures in Table 2 shows the degree by which the state's retail sales fall above or below the effective buying income available there. Where the state's ratio is *more* than 100 in column 3, it shows a condition already favorable to getting extra returns per dollar from a broad campaign. Where the ratio is *less* than 100, it shows need of special local sales and advertising to get people to spend the available, but as yet unspent, effective buying income.

72% of "Selective" Market in 21 Adjacent States and D. C.

The area from Massachusetts to North Carolina—over to Missouri-Iowa-Minnesota—includes 72% of the "selective" market, for economical concentration, and covers 17 out of the 22 states with 1.25% or more of national



Braniff Airways, Inc., Oklahoma City, recently held what is believed to be the first sales convention ever conducted aloft, in a 21-passenger airliner over Dallas. Present at the meeting, which was topped off by a full course dinner, were Braniff district traffic managers from Chicago, Oklahoma City, Brownsville, Dallas and points between. Charles E. Beard, Braniff vice-president, who presided, is shown standing at the front of the cabin, right. Capt. R. C. Shrader, Dallas, Braniff chief pilot is in center. Bill Beattie, Mr. Beard's assistant, is at left. The occasion was the 36th anniversary of the Wright Brothers' first flight at Kitty Hawk, N. C. The convention, at 10,000 feet in the air, would have astonished the youthful Orville and Wilbur Wright—not to mention the Kitty Hawk citizens.

BLITZKRIEG!



THEN, ALL **QUIET** ON THE NEWSPAPER FRONT!

*After a few lightning-like thrusts, the average national advertiser ends his newspaper campaign for the year.

No other medium is called upon by national advertisers to do so much in so short a time. The "Blitzkrieg" strategy of sniping at a year-round consumer market with a few volleys of newspaper advertising has become so common that 78% of the national food schedules in the Oklahoman and Times last year were ended for the year within 13 weeks. Almost half lasted 4 weeks or less; only 1 out of 25 lasted the year through. And this happened, not only in Oklahoma City, but in practically every other U. S. city of 100,000 or more.

Isn't it somewhat remarkable that, even under such adverse conditions, newspapers continue to be an advertiser's most powerful selling medium?

How much more effective... how much more profitable would newspaper advertising be if its use were fully co-ordinated with the frequency schedules of other media? Though this strategy is practiced by only a small minority of today's national advertisers, its wisdom and advantage is being conspicuously confirmed.

This is one of a series of advertisements sponsored by The Daily Oklahoman and Oklahoma City Times in the interest of a better understanding between advertisers, advertising agencies and publishers.

THE DAILY OKLAHOMAN • OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY
OKLAHOMA CITY, OKLAHOMA



COMPANY
OKLAHOMA

CASUALTY LIST OF NATIONAL FOOD SCHEDULES

Below are compared the life spans of 102 national food schedules in the Oklahoman and Times during 1938 with those of 484 food accounts in national magazines and 105 using network radio (magazine and radio data from Publisher's Information Bureau). The mortality rate among national food accounts in Oklahoma City newspapers is typical of other U. S. cities of 100,000 or more.

Out of Each 100 National Food Schedules	In News- papers	In Maga- zines	On Radio
Died within 4 weeks.....	46	25	5
Alive, end of 13 weeks.....	22	49	80
Alive, end of 26 weeks.....	11	25	48
Alive, end of 39 weeks.....	4	11	32
Alive, end of 52 weeks.....	4	4	21

Table 2
Selective State Urban Markets

Base figures used are from SALES MANAGEMENT's 1939 Survey of Buying Power. Column 1 gives volume percentages as of the year 1938. Column 2 brings them up to date as of December 1, 1939.

STATE	Col. 1 1938 "Selective" Market QUALITY- QUANTITY QUOTA % U. S. total	Col. 2 1939 "Selective" Market QUALITY- QUANTITY QUOTA % U. S. total	Col. 3 % U. S. population	Col. 4 Ratio of 1938 retail sales % to effective buying income
NEW ENGLAND				
Connecticut -----	1.59%	1.64	1.31	96.15
Maine -----	0.58	0.59	0.65	115.07
Massachusetts -----	4.89	5.04	3.46	95.69
New Hampshire -----	0.40	0.39	0.38	110.02
Rhode Island -----	0.80	0.91	0.56	98.32
Vermont -----	0.23	0.23	0.29	91.99
MIDDLE ATLANTIC				
New Jersey -----	4.28	4.34	3.29	91.52
New York -----	15.10	14.84	10.25	99.39
Pennsylvania -----	8.83	9.02	7.84	99.05
EAST NORTH CENTRAL				
Illinois -----	7.13	7.07	6.21	89.83
Indiana -----	2.44	2.65	2.64	108.28
Michigan -----	4.25	4.65	3.94	87.13
Ohio -----	6.13	6.39	5.41	105.70
Wisconsin -----	2.44	2.35	2.39	102.18
WEST NORTH CENTRAL				
Iowa -----	1.64	1.63	2.01	95.18
Kansas -----	1.15	1.11	1.53	107.98
Minnesota -----	2.18	2.11	2.08	104.95
Missouri -----	2.60	2.60	2.96	91.16
Nebraska -----	0.82	0.81	1.12	105.61
North Dakota -----	0.32	0.32	0.55	110.96
South Dakota -----	0.31	0.31	0.56	101.97
SOUTH ATLANTIC				
Delaware -----	0.20	0.20	0.19	105.24
District of Columbia -----	0.84	0.85	0.40	137.91
Florida -----	1.16	1.13	1.19	111.21
Georgia -----	1.54	1.56	2.37	115.28
Maryland -----	1.44	1.48	1.33	98.03
North Carolina -----	1.42	1.38	2.58	94.99
South Carolina -----	0.66	0.66	1.42	98.97
Virginia -----	1.40	1.42	1.97	108.09
West Virginia -----	0.90	0.91	1.41	107.77
EAST SOUTH CENTRAL				
Alabama -----	1.08	1.08	2.15	112.10
Kentucky -----	1.21	1.11	2.13	98.81
Mississippi -----	0.53	0.52	1.64	105.01
Tennessee -----	1.43	1.43	2.13	105.16
WEST SOUTH CENTRAL				
Arkansas -----	0.65	0.63	1.51	94.45
Louisiana -----	1.19	1.13	1.71	100.82
Oklahoma -----	1.33	1.25	1.95	95.28
Texas -----	4.02	3.86	4.74	99.74
MOUNTAIN				
Arizona -----	0.31	0.30	0.35	115.69
Colorado -----	0.80	0.78	0.84	112.20
Idaho -----	0.27	0.26	0.36	100.96
Montana -----	0.35	0.33	0.44	100.70
Nevada -----	0.07	0.07	0.07	101.61
New Mexico -----	0.24	0.23	0.34	119.06
Utah -----	0.40	0.39	0.41	98.13
Wyoming -----	0.18	0.18	0.18	115.93
PACIFIC				
California -----	6.08	5.93	4.62	102.72
Oregon -----	0.82	0.79	0.78	115.16
Washington -----	1.37	1.35	1.27	103.18

quota. The other states over 1.25% are Georgia, Oklahoma, Texas, California, Washington.

It is also striking to see how much difference there is between mere size of a market, and its importance in selective marketing. Just to fish an example out at random (and it is well worth studying how *often* one's previous ideas of relative importance are upset) — look at Rhode Island and Arkansas. The population of Arkansas is nearly three times as great as Rhode Island—yet Rhode Island accounts for a much larger slice of the "selective" market—0.91% as against 0.63%.

Keeping Your Market Measurements Up to Date

We would like to wind up this presentation of how the new method can be applied with an additional method of checking it, bringing it more up to date.

Figures used in Table 2, column 1, were for 1938. Meantime, business conditions have improved, more in some places than in others, with even a decrease in some states. The relative value of various states as markets is not exactly what it was last year. But a corrective can be applied.

SALES MANAGEMENT, in every first-of-the-month issue publishes the effective buying income figures for the U. S. and each state for the year to date. We already stated our belief that sales cannot be estimated from effective buying income *alone*, but the latter can be used as a corrective to bring last year's sales figures approximately up to date.

In December, for example, effective buying income was estimated to have increased in the country as a whole to 104.7% (from \$2,116 per family to \$2,216) of the estimate for 1938 given in the "Survey of Buying Power" issue. In Connecticut, the increase was to 108.1%. In New Hampshire, the gain was substantially less, to 102.0%.

Last year's figures showed that Connecticut should account for 1.59% of the U. S. "selective" market. This might now be increased, in view of Connecticut's greater than average gain, by 3.4% (the percentage of the national figure by which Connecticut exceeded the average)—making Connecticut now 1.64% of the U. S. "selective" market. The method: $1.59 \times 1.034 = 1.64$. Similarly, New Hampshire might be reduced by 2.7%, or from 0.39% of the U. S. "selective" market, to 0.38%.

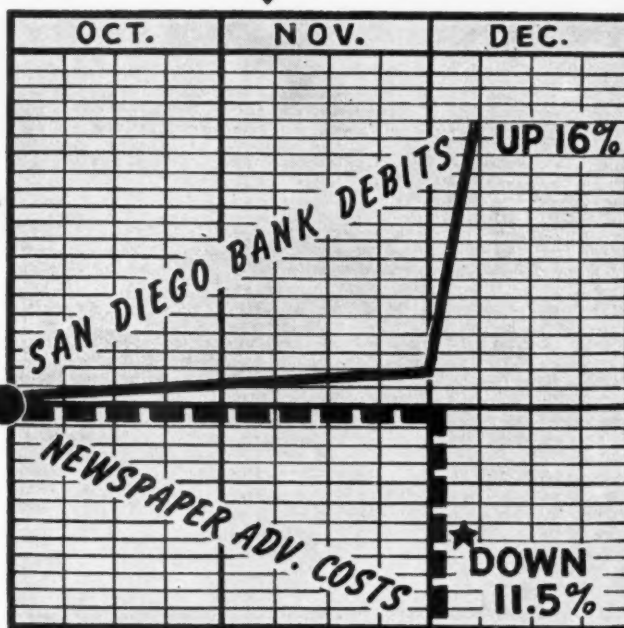
Column 2 of Table 2 shows state percentages for 1939 as modified by the method explained above.

NOW -- Just one "buy" covers SAN DIEGO

Southern California's 2nd Market

With suspension of the San Diego Sun, the Tribune acquired Sun circulation and is now published as the Tribune-Sun... Advertisers formerly using a three-paper schedule in San Diego* now save 11.5% on their advertising.

Former Union-Tribune advertisers will receive full contract protection. **San Diego is a "sweet spot" for 1940!**



A thriving city shows you its credentials!

- **POPULATION INCREASE**
1930-1939 21.6% to 180,000 City
(1930 Census and State Controllers figures)
- **TRADING AREA** over 350,000
A \$100,000,000 Annual Market
- **ELECTRIC METER INST.** up 33%
(1930-1939)
- **Nov. POSTAL RECEIPTS** up 9%
- **ONE THIRD** of the U. S. NAVY
based here.
- **AIRCRAFT FACTORY EMPLOYMENT** up 272% THIS YEAR
and still rising.

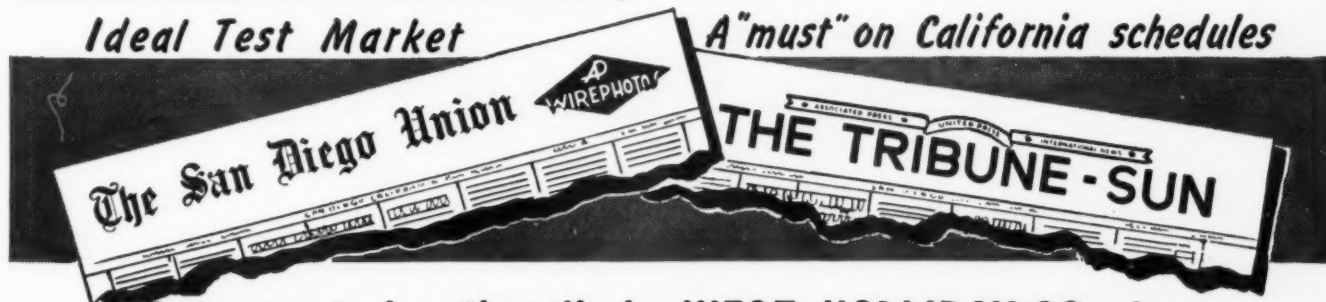
The San Diego Union and the Tribune-Sun now offer bigger circulation, plus simplified advertising buying... for Sales Managers, Advertising Managers and Agency space buyers. With addition of A P Wirephoto, U. P. Wire Service, NEA, and U. P. Features... these old established San Diego papers now give their readers (your customers) two of America's most complete newspapers.

Here, in Southern California's second largest market, are newspapers of influence and character with the complete circulation coverage necessary to build sales at lower cost.

Send for Standard Market Data Folder.
Study this \$100,000,000 opportunity!

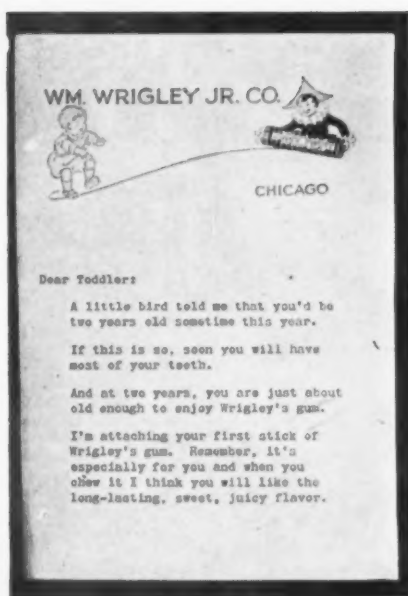
Ideal Test Market

A "must" on California schedules



Represented nationally by WEST-HOLLIDAY CO., Inc.

New York • Chicago • Detroit • St. Louis • Seattle • Portland • San Francisco • Los Angeles

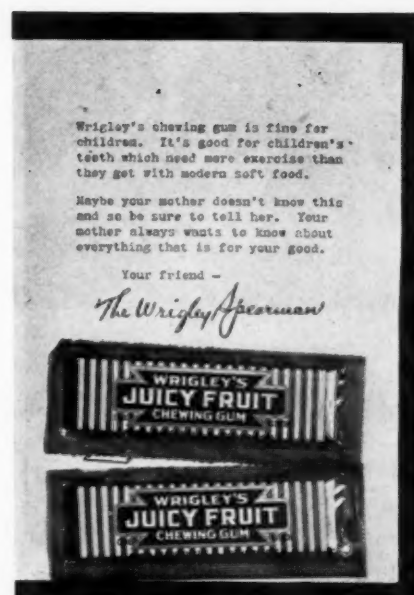


Based on an interview by a
staff writer with

PHILIP K. WRIGLEY
President,
The William Wrigley, Jr., Co.,
Chicago.



Most of the half million toddlers who were two years old last year had never received a letter until this one from the Wrigley Spearman arrived. A P.S. under the top stick advised gum-chewing for children still cutting teeth.



Wrigley Mails 58,000,000 Sticks of Gum in 1939 Sampling Campaign

THE William Wrigley, Jr., Co., of Chicago, distributed through the mails, as samples, in 1939 approximately 58,000,000 sticks of chewing gum—the biggest sampling job in history! Starting early last Spring the flow of gum was maintained steadily until late in the Autumn. The campaign proceeded simultaneously on four fronts as follows:

1. *Rural Routes*, mostly farm families and rural dwellers, addressed by R.F.D. box numbers; families reached, 8,000,000; three sticks to each family; sample sticks, 24,000,000.
2. *Small Markets*, towns and cities from 1,000 to 20,000; addressed to individual names, 6,000,000; three sticks to each family; sample sticks, 18,000,000.
3. *Big City Markets*, 20,000 population and up, 5,000,000 families, addressed to individual names; three sticks to each family; sample sticks, 15,000,000.
4. *Children's Samples*, addressed personally to youngsters arriving at their second birthday; 500,000 children, two sticks each; sample sticks, 1,000,000.

The Wrigley organization believes in steady, consistent sampling and has conducted it in varying measure over a period of many years. Its previous peak year in sampling was in 1932, at the depth of the depression. Philip K. Wrigley, president, talked about

Mr. Wrigley speaking:
"Don't ever let anyone tell you that we can sit back in our business and ride high on momentum . . . we have to work—all the time—if we are to stay out in front."

sampling to a staff writer for SALES MANAGEMENT the other day. Commenting on the company's experiences in building up sales with samples, he said:

"The Wrigley company has approximately 1,250,000 outlets. The only one product that in any way approaches that number is cigarettes. We have an addressograph plates the names and addresses of close to 1,000,000 dealers and we keep in consistent touch with them through the mails.

"We sell our goods direct to jobbers who distribute to dealers who sell to consumers. To keep our product moving, we must continuously reach all three. Years ago the patent medicine technique was successful. Products could be sold successfully through brass band promotion. But times and methods have changed.

"We've proved, through long experience, that sampling pays; that it builds permanent sales. We have an ideal product for sampling. When we give away a stick of chewing gum it is not a trial size but the actual product. Some types of goods, when samples are given, must be laid away. The user must prepare them for serving; he must wait for the opportune time to try them out; they may go on a shelf and be forgotten. But with chewing gum the recipient just pops it into his mouth.

"We have never liked the idea of sampling crowds. If you sample in stores and on the streets you interfere with the retailers' normal sales. The person who has a stick of chewing gum in his mouth is not likely to buy a package. More, if you send crews of samplers down the street and through crowds distributing samples it is just handing out merchandise to people who are looking for something for nothing. We see no point in merely giving something away.

"This year we changed our approach; revised our methods. Nineteen million letters were mailed to homes during this year, each containing three sticks of gum. These were not sent as coming from the William Wrigley, Jr., Co. but as coming from the local dealers. That served two purposes. It centered the attention of the recipients of the samples on the local dealers; it developed good will for us on the

THE LADIES' HOME JOURNAL ANNOUNCES

AN IMPORTANT ADVANCE IN MAGAZINE EDITING

LIVING ANSWERS

TO AMERICA'S QUESTIONS...

IN THE GREAT NEW STORY OF AMERICA...

"HOW AMERICA LIVES"



To tell this story required the develop-

ment of an entire new technique of woman's magazine editing. A technique in which department editors, writers, photographers, cameras and equipment go speeding to all parts of America, to land, perhaps, next door to your house • For beginning with the February Ladies' Home Journal, which will appear on the newsstands Wednesday, January 10, for the first time the departments of a woman's magazine will be edited each month from **INSIDE** an American home, meeting to the full all the practical restrictions of every-day life.

What is "How America Lives"?

Each month "How America Lives" will make friends for Journal readers with one of the "families next door" in all parts of America. Each month it will show, with words and pictures, how one real American family lives, the intimate details of its daily existence. And each month the Journal will move, temporarily, into one family's home, work out **LIVING ANSWERS** to its problems so

that many of the pages of the magazine which are devoted to problems of living—such as cooking, decorating, beauty, fashions, homemaking—will appear in *personalized, case-history form*.

"How America Lives" will appear in continuous pages in the middle of the magazine, following those devoted to fiction, articles, and special departmental features.

Scope

Each month a different family will be visited in "How America Lives." Families at different stages in their careers, at levels above subsistence, in widely separated localities and environments. A rich man's household. A fruit rancher's family. A bride and groom. A family of "new-Americans" in Detroit's great industrial area. Some are already

chosen; some are still statistical dots on a map. Young, old, rich or poor, from nearby or far away, the people shown in "How America Lives" are as real, warm, and American as pumpkin pie right out of the oven. They are America, showing the problems of living common to millions of other families.

Why—in the Journal?

Because such problems are primarily women's business, the Journal—currently America's fastest growing magazine for women—has developed this new, more satisfying and inspiring kind of editorship to answer women's problems more practically and fully than has ever before been possible.

In the stories of these families, and in the **LIVING ANSWERS** to their questions, the Journal will write the Continued Story of America.

It is a story rich in human interest, full of the Romance women love, the Realism they demand. The **LIVING ANSWERS** to the questions being asked in 30,000,000 homes in America.

How Will LIVING ANSWERS Affect Readership?

Because it is the magazine women believe in, the Journal is reaching more women today than ever before in its history . . . has doubled its newsstand sales in 4 years . . . now attracts a circulation of well over 3,100,000 women.

LIVING ANSWER Editorship, the Journal's newest contribution to American publishing, establishes a closer relationship between

readers and magazine than ever before.

It supplies to departmental pages an authenticity never previously achieved in any publication . . . more intense "wall-to-wall" and "cover-to-cover" interest in the Journal, which should be of benefit to all other participants in Journal pages.

"How America Lives" begins in the February Journal. On sale Wednesday, January 10.



DON'T MISS THE FIRST

INSTALMENT OF

"HOW AMERICA LIVES"

IN THE FEBRUARY JOURNAL—

IT WILL REACH THE

STANDS ON WEDNESDAY,

JANUARY 10

LADIES' HOME

JOURNAL

• *the magazine women believe in*

part of the dealer. Such good will is important."

Mr. Wrigley picked up a sample letter. It happened to be the letter sent to home owners in Stuttgart, Ark. Headed, "A Letter to You from Your Local Merchant," it said:

Dear Friend:

For your enjoyment, we are enclosing, with our compliments, three sticks of Wrigley's Chewing Gum—three popular Wrigley flavors that millions enjoy every day: Spearmint, Juicy Fruit and Doublemint.

For your convenience, we have installed a large display of delicious Wrigley's Chewing Gum on our counters so that you may easily enjoy these pleasing, healthful products. Come in today for a few packages—as well as for any other items from our complete stock.

Always at your service.



Local dealers thus plugged will be more inclined to "put Wrigley's up front."

Here followed the names and addresses of 24 Wrigley outlets in the town of Stuttgart. Similar letters, each carrying the names and addresses of Wrigley dealers, went out to 6,000,000 homes, each personally addressed, in villages and small cities.

In the larger cities it was not found practical to list the dealers by names and address. So these 5,000,000 letters bore simply the signature, "From your neighborhood dealers." The problem in the case of the 8,000,000 farm and rural families sampled was slightly different. It was impossible to determine the trading point of these families so these letters merely bore the signature, "From Your Local Merchants."

Listing the names of 17,000,000 heads of families was a gigantic job and required considerable ingenuity. Field workers obtained the names from a large variety of available sources. Every letter was individually addressed.

More than 100 girls were kept busy for months addressing envelopes.

The 500,000 children's letters were sent at about the time the youngster arrived at his second birthday. Presumably, often, it was the first letter that the child had ever received. Kids, of course, might not be much impressed at that age, but the letter was sure to fix itself in the mind of the mother—and mother does the buying and that's what counts.

"Don't let anyone ever tell you," continued Mr. Wrigley, "That we can sit back in our business and ride high on momentum. There are more than 50 chewing gum manufacturers. We've got to work—all the time—if we are to stay out in front. People say to us, often, 'Oh, you're so big! You've got the business. No one can take it away from you.'

Giants Must Hurry, Too

"That isn't so, and we know it. We must stay on our toes. Many have remarked to us, 'Your business is depression proof.' That isn't so, either. When a depression comes along if 1,250,000 outlets cut down just one box of gum—or a couple of boxes of gum—on their counter displays, do you realize what that will do to sales?"

"Gum sales depend enormously on having adequate displays, with sufficient variety of flavors, right out front in a multitude of outlets. The best place is by the cash register. That's the spot we want. That's where the customer is when he has small change in his palm. With a loose nickel in his hand he's likely to pick up a package of gum on impulse.

"It is very, very important to us to have the good will of the dealers. Our sampling campaign, therefore, has been two-edged. (a) To attract millions of families with our flavors and products. (b) To earn the friendship and good will of our 1,250,000 dealers.

"I said that we had to work. We do. And we have to spend money. If you don't think so just figure the cost for stamps alone that went in the mailing of the 19,500,000 letters we sent out in 1939 carrying samples into homes. The detail of it. The mechanical investment required. The printing. The constant effort to spur the dealers.

"I'm in baseball a little, you know," he said with a smile. "Many people, especially baseball men, often say to me 'Baseball's a hazardous business.' I say any business is a hazardous business. Every manufacturer and every sales organization must take long chances, hazardous chances, all the time. Errors in judgment can be costly.

"That's why we have to check every town constantly. We check population in towns and cities. We want to know, for our own good, if towns and cities are growing or sinking; where prosperity is on the rise. We check every dime we spend in advertising in any territory against the sales we make.

"I guess the more far-flung your business is the tighter it has you in its clutch."

Wrigley's is a round-the-world business. To make it that the management actually had to teach the natives of many far countries to chew gum.

"But there's one thing that's certain everywhere," said P.K., "children never have to be taught. They chew gum instinctively. Give a kid a stick of gum in Siberia or Borneo and he goes right to work on it. It may be the same instinct that tells a puppy to chew a rubber shoe—needed work for young teeth."

"What city in the United States is the best market, per capita, for gum?" he was asked.

"Washington, D. C.," he replied. Make your own wisecracks.

Advertising Campaigns

(Continued from page 21)

Business Week, Nation's Business, Banking, Credit, Financial Management, plus a number of insurance journals. An extensive direct mail program reinforces. Agency is N. W. Ayer. The "Two Hartfords" will explain the "new way of buying insurance . . . protect yourself against large losses" in *Time, Newsweek, S.E.P., Collier's, Business Week*, and banking and credit publications. Newell-Emmett, N. Y., handles the account.

It's Cold, Ha-ha!

If you were gently toasting under the Florida sun, wouldn't it make your cup of joy run over to know that the wretches up north were shivering in a blizzard?

Seagram Distillers Corp., N. Y., takes advantage of this selfish streak in man, and erects a spectacular sign on the Miami bayfront. It is equipped with four giant thermometers. One of these indicates the Miami temperature. The others show the temperatures in N. Y., Chicago and Cleveland. They are adjusted every morning to assure complete accuracy.

In addition, the sign proclaims Seagram's "Crown" and "V. O. Canadian" whiskies by day and night. It measures 95 by 35 feet. E. B. Elliott Co., Miami, built it; Warwick & Legler, N. Y., is the ad agency.

Prizes for Home Are Most Popular Awards for Sales Contests

Merchandise appealing to men ranks second, prizes for women, third . . . nationally advertised articles are selected in majority of cases.

WHAT type of sales contest prize will spur men to greatest effort? A single costly prize? Many less expensive? Should it be for the salesman, his wife, his home, or for his children?

Belnap and Thompson, Inc., Chicago, has been producing sales contests and compiling merchandise prize catalogs for 12 years. It handles hundreds of thousands of prizes annually, 65,000 during last year's Christmas season alone. Recently its officers completed an analysis of company records that answers these questions.

For a 12-month period this is how prizes were selected:

- For the home, 50%
- For men, 34%
- For women, 10%
- For children, 6%

Pressure on Home Front

As a result of this, Roy Belnap, president of B & T, points out, prize catalogs should for the most part contain articles for the home, and for women and children. Secondly, it is highly important that catalogs go into the home so that wives and children can pore over them and select the items they want. Then, even though the salesman may be lukewarm about a contest, he will be subjected to steady pressure from his family to win an award.

Some companies have clung to cash awards in contests, believing that money talks louder than merchandise. Mr. Belnap does not agree, arguing:

John Salesman comes home at night and tosses his pay envelope on the table. He remarks, "Mary, there's an extra \$5 in it. It's a little prize I won this month."

"That's good, John," says Mary, "the children need some warm underwear."

Not much glamour or excitement there. But suppose John brings home a clock, a toaster, a waffle iron or some other useful article for the home. Wives and kids love surprises. Little John asks, "What's in the package, daddy?"

"A prize."

"A prize for what, daddy?"

"A prize I won. Your dad's a smart salesman. The company gave it to me." From that day on, whenever any member of the family looks at the clock or makes toast there is a reminder that Father is a smart salesman. He is likely to try *hard* to bring home more prizes. It makes him more important in his household.

"Don't ever forget," Mr. Belnap says, "that in the mind and heart of every salesman working for a prize there is a picture of his home and family. He is thinking that he is going to make them happy. It is a natural desire to be considered important, successful, capable. John Salesman is no exception."

To determine in what price brackets are the most popular prizes, B & T checked its files on prizes selected by

salesmen last year. The breakdown:

Value under \$1.....	8%
\$1 to \$2.50.....	16%
\$2.50 to \$5.....	27%
\$5 to \$10.....	23%
\$10 to \$25.....	15%
\$25 to \$50.....	8%
\$50 to \$100.....	2%
More than \$100.....	1%

In other words, 74% of all prizes chosen had a value of \$10 or less. Further, it was found that most salesmen, even though their winnings might run into large totals, selected a number of low-priced items.

Many contests have as the goal an ocean trip, an auto, sometimes a new house. According to Mr. Belnap, "Some executives may remark, 'That's a prize worth talking about when the salesman sits down with his family at dinner. It's worth dreaming about in his hours of ease.'"

For Most Men, Frustration

"But is it? Unless a man is a star producer, or at least runner-up to the star, he knows he hasn't one chance in a thousand of winning. If he doubled or trebled his production—which he can't for a moment see himself doing—he couldn't get the prize. So he doesn't even try.

"Suppose, however, that the opportunity to win covers a wide range of prizes—small prizes, those of medium value, and some of larger value—offered on a basis of increased production, with the set-up arranged so that everyone can win something. In that case it's a different story. If even the newest or worst salesman, by an extra effort, can share in the prizes and gain only a small place in the limelight, become in his own eyes and the eyes of his family a winner, that is a genuine incentive. The prize is no longer just an unattainable dream to him.

"When even the third-rate men can win prizes (smaller ones to be sure, but gratifying also) they extend themselves. Then along comes another contest and each man reflects, 'I won last time. I can do it again.' Before long he is saying, 'I must be good. They can't stop me.'

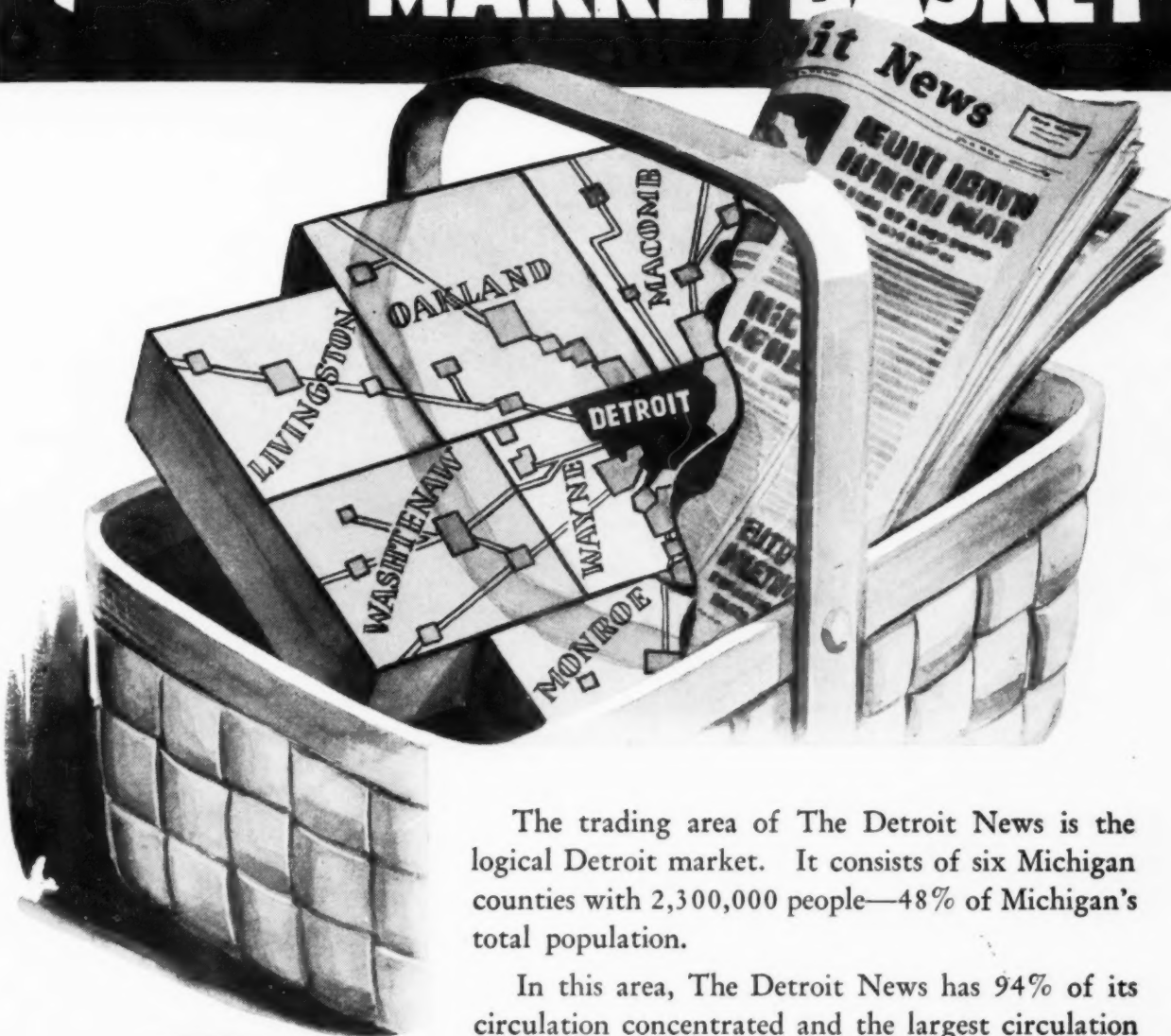
"We found that 81.3% of all goods ordered from the B & T catalogs last year were nationally advertised articles. That conclusively settles the argument as to whether salesmen prefer known or unknown merchandise.

"It is my belief that a wide variety of prizes, especially of less expensive items for the home and family, will impart zest to a contest such as is obtainable in no other way."



Maid weighed plenty! So did 8,120 others (averaging two per minute) at the Chemical Show in New York in early December when they walked past the Toledo Scale Co.'s exhibit. This giant scale was right out close to the aisle. Folks couldn't resist it. As an added trick, Toledo handed out "fortunes" with each weigh. One read: "This is an important day for you to watch your expense account. There's another bird in the home office watching it too. He will, however, be deceived and come to no good end."

Here is Your 1940 MARKET BASKET!



The trading area of The Detroit News is the logical Detroit market. It consists of six Michigan counties with 2,300,000 people—48% of Michigan's total population.

In this area, The Detroit News has 94% of its circulation concentrated and the largest circulation of any Detroit newspaper.

Retail sales in this area total \$744,000,000 annually and can be influenced by advertising in The Detroit News—the home newspaper.

In Detroit, which accounts for \$600,000,000 in retail sales annually, The News, alone, reaches 63 1/2% of all homes taking any newspaper regularly.

78%
HOME DELIVERED
CITY
CIRCULATION

THE DETROIT NEWS

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ

Markets as Measured by Industries; Diversification in 33 Largest Areas



Since September 1 more than a million factory workers have left the ranks of the unemployed. Ewing Galloway

The current industrial upturn re-emphasizes a cardinal rule of city selling — “follow the smoke-stacks.” This analysis takes the largest industrial areas apart, one by one, shows how important each of the major industries is, and which ones are rated high in terms of 1940 prospects.

THE Federal Government's biennial Census of Manufactures gives data for all counties and cities, and a separate total for 33 major industrial areas. This latter division does not follow municipal boundaries or county lines. New York's industrial area, for example, includes such major cities as Jersey City and Newark.

The 33 areas had, in 1937 (the latest census year):

- 52% of the industrial establishments.
- 62% of the industrial payrolls.
- 60% of the industrial value of products.

Many people think of a city in terms of a product which made it famous: Chicago is a packing house city they say, Pittsburgh is synonymous with steel, Milwaukee with malt liquors, Minneapolis with flour.

These snap judgments account for many errors in planning sales and advertising campaigns because of the assumption that the city's fortunes follow the course of the product for which it has been pigeon-holed.

Actually there is amazing diversification in most cities, and the 1937 Census of Manufactures makes this plain.

Here, for the 33 major industrial areas, are the manufactured products whose values, as of 1937, account for 1% or more of the grand total of manufactured goods in the area. The difference between the sum of the products listed for each area and 100% is made up of dozens, even hundreds, of other products whose individual values are less than 1% of the total.

Government census figures are slow in coming through the mill, as everyone knows, and 1937 complete figures

on industry became available only a few months ago. From the basic figures SM has developed averages and percentages, as shown in the large table, and the percentage figures which follow for the 33 largest industrial areas.

Industries italicized in the following city summaries are those which rate three stars or higher for the year ahead in SM's monthly department, Future Sales Ratings. Three stars mean “good relative outlook.”

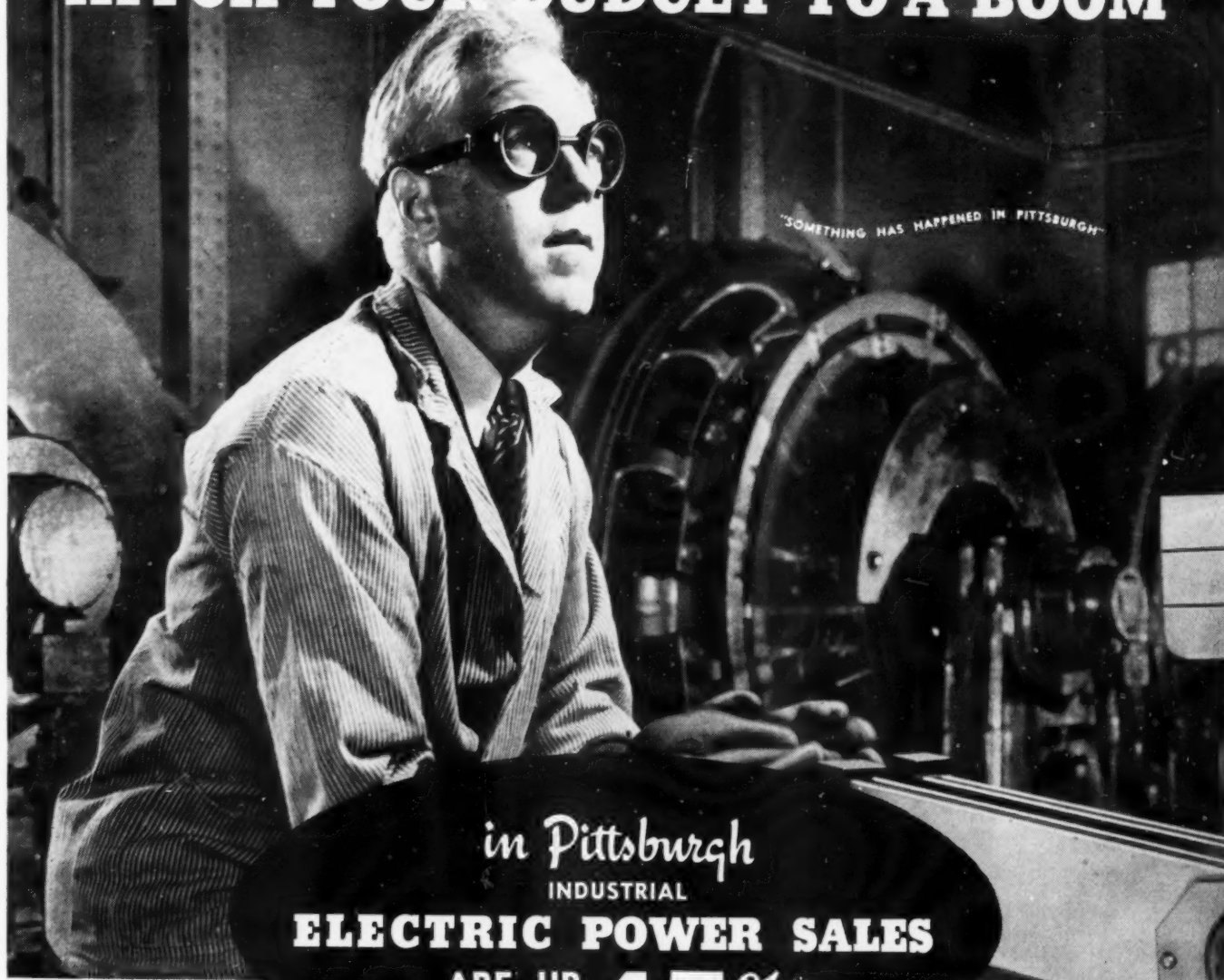
For nearly every city the outline below gives an approximately accurate picture. The only exception is where one company in an area so completely dominates an industry that publication of the figures would divulge the dollar figures for the company. An example of this is Rochester where the data on cameras and equipment are buried under “other products” so as not to divulge Eastman Kodak Co. figures. Another example is Philadelphia-Camden, where shipbuilding is similarly buried.

Major Industrial Areas and Their Principal Products

NEW YORK-JERSEY CITY-NEWARK: Per cent of U. S. A. value of products, 11.14. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Clothing*, 16.17; *newspapers and periodicals*, 4.90; bakery products, 3.36; *electrical machinery*, 3.11; *meat packing*, 3.04; *petroleum refining*, 2.91; book printing and publishing, 2.87; paints and varnishes, 1.98; *fur goods*, 1.97; *chemicals*, 1.76; malt liquors, 1.39; *non-ferrous metal alloys*, 1.29; *machinery*, 1.18; *drugs and medicines*, 1.10; *soap*, 1.09; *perfumes and cosmetics*, 1.07.

CHICAGO—Six Counties: Per cent of U. S. A. value of products, 7.76. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 11.63; *meat packing*, 10.17; *petroleum refining*, 4.80; *electrical machinery*, 4.48; book printing and publishing, 2.79; *blast furnace products*, 2.63; *newspapers and periodicals*, 2.39; bakery products, 2.28; *other machinery*, 2.23; *electric and steam cars*, 1.90; confectionery,

HITCH YOUR BUDGET TO A BOOM



in Pittsburgh
INDUSTRIAL
ELECTRIC POWER SALES
ARE UP **45%***

*November, 1939, over November, 1938 — Bureau of Business Research, University of Pittsburgh.

Photo-Courtesy, Duquesne Light Co.

More electric power means more *buying* power; for more electricity, used by industry, means more production, more employment, more wages, more money to spend for *your* products.

With orders on hand to sustain this quarter's activity —plus additional government and domestic orders

for the future—a prosperous New Year is a certainty for Pittsburgh, regardless of Europe.

Your share is waiting. Your advertising can get it —get *all* of it—if you cover *all* the market. Remember, your retail outlets consider Pittsburgh a TWO-paper buy—and include the *Sun-Telegraph* as a must medium.

A Partner In The Progress Of Pittsburgh's Greatest Stores

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • ATLANTA • BALTIMORE • SEATTLE

JANUARY 1, 1940

[41]

1.89; clothing, 1.84; machine shop products, 1.68; paints and varnishes, 1.64; tin cans, 1.61; radio, 1.47; furniture, 1.30; heating and cooking apparatus, 1.21; canned and dried fruits and vegetables, 1.00.

DETROIT: Per cent of U. S. A. value of products, 5.61. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Motor vehicles*, 40.56; *motor vehicles, bodies and parts*, 23.82; *steel works and rolling mills*, 3.27; *machine tools and accessories*, 2.00; *non-ferrous metal alloys*, 1.61; *meat packing*, 1.40; *bakery products*, 1.21; *machine shop products*, 1.13; *paints and varnishes*, 1.03.

PHILADELPHIA - CAMDEN: Per cent of U. S. A. value of products, 3.87. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Petroleum refining*, 9.34; *clothing*, 5.66; *newspapers and periodicals*, 3.61; *steel works and rolling mills*, 3.28; *sugar refining (cane)*, 2.65; *bakery products*, 2.54; *hosiery*, 2.40; *electrical machinery*, 2.33; *canned and dried fruits and vegetables*, 2.08; *paper*, 2.03; *worsted woven goods*, 2.01; *meat packing*, 1.98; *other chemicals*, 1.76; *leather goods*, 1.59; *book printing and publishing*, 1.56; *tanned leather*, 1.54; *machine shop products*, 1.49; *other machinery*, 1.40; *cigars*, 1.34; *paints and varnishes*, 1.27; *drugs and medicines*, 1.06; *paper boxes*, 1.03.

PITTSBURGH: Per cent of U. S. A. value of products, 2.88. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 39.69; *blast furnace products*, 8.63; *electrical machinery*, 5.67; *coke-oven products*, 3.14; *machine shop products*, 2.99; *glass*, 2.67; *structural and ornamental metal work*, 2.20; *bakery products*, 2.12; *meat packing*, 1.85; *other chemicals*, 1.72; *newspapers and periodicals*, 1.31; *wrought iron pipes*, 1.26; *other machinery*, 1.10; *petroleum refining*, 1.01.

BOSTON: Per cent of U. S. A. value of products, 2.44. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Worsted woven goods*, 6.78; *boots and shoes*, 5.68; *electrical machinery*, 4.95; *tanned leather*, 4.36; *bakery products*, 3.80; *clothing*, 3.25; *meat packing*, 3.07; *newspapers and periodicals*, 3.00; *book printing and publishing*, 2.81; *boots and shoe cut stock and findings*, 2.36; *other machinery*, 2.18; *confectionery*, 2.02;

woolen woven goods, 1.62; *rubber boots and shoes*, 1.53; *paper boxes*, 1.45; *paper goods*, 1.15; *paper*, 1.08; *dyeing and finishing*, 1.08.

CLEVELAND: Per cent of U. S. A. value of products, 2.00. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 12.15; *motor vehicle bodies and parts*, 7.11; *electrical machinery*, 6.75; *clothing*, 4.07; *blast furnace products*, 3.87; *machine tools and accessories*, 3.56; *non-ferrous metal alloys*, 3.02; *meat packing*, 2.90; *heating and cooking apparatus*, 2.50; *paints and varnish*, 2.40; *bakery products*, 2.07; *other machinery*, 2.07; *screw-machine products*, 2.07; *newspapers and periodicals*, 1.84; *metal stampings*, 1.75; *bolts and nuts, etc.*, 1.71; *foundry products*, 1.68; *chemicals*, 1.63; *machine shop products*, 1.63; *book printing and publishing*, 1.17.

ST. LOUIS: Per cent of U. S. A. value of products, 1.98. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Meat packing*, 13.28; *steel works and rolling mills*, 4.69; *electrical machinery*, 4.15; *chemicals*, 3.95; *malt liquors*, 2.95; *bakery products*, 2.24; *boots and shoes*, 2.10; *clothing*, 2.08; *non-ferrous metal alloys*, 2.07; *drugs and medicines*, 1.76; *newspapers and periodicals*, 1.67; *paper boxes*, 1.42; *heating and cooking apparatus*, 1.34; *prepared feeds, animal and fowl*, 1.22; *book printing and publishing*, 1.22; *machine shop products*, 1.11; *other machinery*, 1.06; *flour and grain mill*, 1.05.

LOS ANGELES: Per cent of U. S. A. value of products, 1.98. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Petroleum refining*, 18.95; *meat packing*, 6.52; *bakery products*, 3.50; *clothing*, 3.40; *newspapers and periodicals*, 3.07; *other machinery*, 2.81; *furniture*, 1.89; *canned sea food*, 1.57; *book printing and publishing*, 1.40; *planing mills products*, 1.38; *electrical machinery*, 1.32; pre-

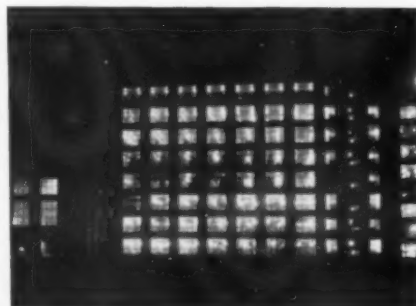
pared feeds, animal and fowl, 1.30; *steel works and rolling mills*, 1.29; *heating and cooking apparatus*, 1.15; *structural and ornamental work*, 1.08; *machine shop products*, 1.00.

BUFFALO: Per cent of U. S. A. value of products, 1.78. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 11.38; *chemicals*, 8.66; *flour and grain mill*, 8.65; *prepared feeds, animal and fowl*, 5.92; *motor vehicle bodies and parts*, 5.92; *meat packing*, 2.67; *bakery products*, 2.02; *other machinery*, 2.00; *paper*, 1.79; *electrical machinery*, 1.78; *book printing and publishing*, 1.39; *newspapers and periodicals*, 1.07.

SAN FRANCISCO-OAKLAND: Per cent of U. S. A. value of products, 1.73. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Petroleum refining*, 9.30; *canned and dried fruits and vegetables*, 4.74; *meat packing*, 4.04; *bakery products*, 2.55; *newspapers and periodicals*, 2.34; *tin cans*, 2.29; *paints and varnishes*, 2.19; *steel works and rolling mills*, 2.13; *book printing and publishing*, 1.57; *electrical machinery*, 1.46; *ship and boat building*, 1.42; *other chemicals*, 1.40; *malt liquors*, 1.40; *clothing*, 1.19; *oils*, 1.17.

BALTIMORE: Per cent of U. S. A. value of products, 1.52. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Clothing*, 5.98; *meat packing*, 4.16; *bakery products*, 2.48; *fertilizers*, 1.92; *other chemicals*, 1.58; *canned and dried fruits and vegetables*, 1.44; *book printing and publishing*, 1.34; *newspapers and periodicals*, 1.29; *non-ferrous metal alloys*, 1.13; *drugs and medicines*, 1.01.

MILWAUKEE: Per cent of U. S. A. value of products, 1.44. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Agricultural implements*, 12.54; *motor vehicles, bodies and parts*, 6.63; *meat packing*, 6.50; *malt liquors*, 4.49; *electrical machinery*, 4.36; *other machinery*, 3.23; *malt*, 2.60; *steel works and rolling mills*, 2.51; *cranes and dredging machinery*, 2.35; *bakery products*, 1.96; *hosiery*, 1.87; *boots and shoes*, 1.85; *book printing and publishing*, 1.72; *newspapers and periodicals*, 1.62; *paints and varnishes*, 1.38; *metal stampings*, 1.30; *heating and cooking apparatus*, 1.19; *foundry products*, 1.10; *iron and steel forgings*, 1.04; *furniture*, 1.04; *machine tools and accessories*, 1.00.



At Last--By Popular Demand

Marketing **PICTOGRAPHS**

In Book Form

Ever since the Marketing Pictograph section was started in the Fall of 1937, readers have asked, "Are you going to reprint these in book form?"

Our answer was always a qualified one. It depended, we said; it depended on how much demand there was. It depended on our ability to select ones with lasting value and which could be indexed for ready reference. It depended on printing costs.

Now the answer is "Yes." A book of selected SALES MANAGEMENT Marketing Pictographs is on the press, priced at one dollar.

It contains 62 of the best Pictographs of the past two and a quarter years, indexed under these headings:

Advertising
Distribution, general
Economics and Financial
Markets
People — their habits and incomes
Selling
Miscellaneous

The book is printed on heavy india-tint coated stock in duo-tone sepia, bound in heavy catalog cover stock.

**THE EDITION
IS LIMITED:**

BETTER ORDER TODAY

SALES MANAGEMENT
420 Lexington Avenue
New York City

Send me.....copy "A Selection of Typical Marketing Pictographs," at one dollar per copy, postpaid.

☐ Check is enclosed.

☐ Bill us.

Individual.....

Company.....Title.....

Address.....

CINCINNATI: Per cent of U. S. A. value of products, 1.31. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Machine tools and accessories*, 5.19; *paper*, 4.79; *meat packing*, 4.78; *motor vehicle, bodies and parts*, 3.35; *clothing*, 2.88; *other machinery*, 2.52; *book printing and publishing*, 2.51; *bakery products*, 2.26; *malt liquors*, 2.05; *newspapers and periodicals*, 2.02; *heating and cooking apparatus*, 1.84; *other chemicals*, 1.84; *paper boxes*, 1.73; *tin cans*, 1.49; *boots and shoes*, 1.41; *non-ferrous metal alloys*, 1.35; *paints and varnishes*, 1.31; *electrical machinery*, 1.29; *paper goods*, 1.23.

BRIDGEPORT-NEW HAVEN-WATERBURY: Per cent of U. S. A. value of products, 1.25. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Non-ferrous metal alloys*, 17.88; *electrical machinery*, 9.09; *men's hats*, 4.44; *machine-shop products*, 3.13; *hardware*, 2.62; *silverware*, 2.61; *newspapers and periodicals*, 2.60; *cutlery*, 1.71; *corsets, etc.*, 1.70; *other machinery*, 1.61; *bakery products*, 1.61; *machine tools and accessories*, 1.51; *other rubber goods*, 1.51; *clocks and watches*, 1.50; *wire drawn*, 1.37; *heating and cooking apparatus*, 1.21; *metal stamping*, 1.04; *paper boxes*, 1.03.

YOUNGSTOWN: Per cent of U. S. A. value of products, 1.23. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 50.74; *blast furnace products*, 10.51; *electrical machinery*, 6.95; *other machinery*, 2.19; *electric and steam cars*, 2.12; *machine shop products*, 1.81; *metal stampings*, 1.65; *boiler shop products*, 1.14.

PROVIDENCE-FALL RIVER-NEW BEDFORD: Per cent of U. S. A. value of products, 1.11. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Cotton woven goods*, 12.87; *worsted woven goods*, 12.22; *jewelry*, 7.43; *rayon woven goods*, 4.66; *cotton yarn and thread*, 4.18; *worsted yarn*, 4.00; *dyeing and finishing*, 3.16; *non-ferrous metal alloys*, 2.65; *electrical machinery*, 2.63; *bakery products*, 2.31; *textile machinery*, 2.10; *silverware*, 1.58; *newspapers and periodicals*, 1.18; *malt liquors*, 1.11; *machine tools and accessories*, 1.01.

KANSAS CITY: Per cent of U. S. A. value of products, 0.90. Principal manufactures as measured by per cent

of this area's total value of manufactured products: *Meat packing*, 23.07; *flour and grain mill products*, 8.13; *petroleum refining*, 6.03; *bakery products*, 2.66; *newspapers and periodicals*, 2.35; *prepared feeds, animal and fowl*, 2.29; *butter*, 1.40; *book printing and publishing*, 1.40; *clothing*, 1.38.

MINNEAPOLIS-ST. PAUL: Per cent of U. S. A. value of products, 0.88. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Flour and grain mill products*, 11.39; *book printing and publishing*, 3.54; *malt liquors*, 3.48; *bakery products*, 3.29; *newspapers and periodicals*, 3.18; *electrical machinery*, 1.91; *clothing*, 1.75; *other machinery*, 1.69; *butter*, 1.22; *cereal foods*, 1.15; *prepared feeds, animal and fowl*, 1.07; *confectionery*, 1.04; *bags, other than paper*, 1.02.

WORCESTER: Per cent of U. S. A. value of products, 0.70. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Textile machinery*, 7.93; *worsted woven goods*, 7.74; *boots and shoes*, 6.87; *machine tools and accessories*, 5.84; *woolen woven goods*, 5.33; *wire drawn*, 4.26; *paper*, 3.71; *furniture*, 3.70; *other machinery*, 2.62; *paper goods*, 1.25; *newspapers and periodicals*, 1.08; *cotton woven goods*, 1.07; *screw-machine products*, 1.05.

AKRON: Per cent of U. S. A. value of products, 0.65. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Tires and tubes*, 69.76; *rubber goods, other than tires*, 2.26; *other machinery*, 1.90; *bakery products*, 1.18.

ROCHESTER: Per cent of U. S. A. value of products, 0.56. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Clothing*, 8.58; *electrical machinery*, 4.89; *canned fruits and vegetables*, 3.98; *boots and shoes*, 2.44; *bakery products*, 2.39; *book printing and publishing*, 2.02; *malt liquors*, 1.88; *newspapers and periodicals*, 1.72; *other machinery*, 1.68; *flavoring extracts*, 1.30; *paper boxes*, 1.22; *lithographing*, 1.18; *furniture*, 1.01.

TOLEDO: Per cent of U. S. A. value of products, 0.55. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Petroleum refining*, 11.84; *motor vehicle bodies and parts*,

5.28; *other machinery*, 3.71; *non-ferrous metal alloys*, 3.56; *metal stampings*, 3.28; *machine shop products*, 2.99; *bakery products*, 2.63; *newspapers and periodicals*, 1.50; *other hardware*, 1.28; *meat packing*, 1.18.

WHEELING: Per cent of U. S. A. value of products, 0.55. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Steel works and rolling mills*, 52.13; *blast furnaces*, 7.59; *pottery*, 4.93; *metal stampings*, 4.92; *clay products*, 1.50; *bakery products*, 1.16.

DAYTON: Per cent of U. S. A. value of products, 0.52. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Newspapers and periodicals*, 5.72; *bakery products*, 4.12; *meat packing*, 2.95; *electrical machinery*, 2.86; *foundry products*, 2.34; *book printing and publishing*, 2.21; *paints and varnishes*, 1.98; *paper goods*, 1.70; *machine tools and accessories*, 1.70; *paper*, 1.66; *pumps*, 1.33.

HARTFORD: Per cent of U. S. A. value of products, 0.52. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Machine shop products*, 12.02; *electrical machinery*, 7.85; *other hardware*, 7.55; *screw machine products*, 2.83; *tools—other than machine tools*, 2.60; *bakery products*, 2.38; *heating and cooking apparatus*, 1.76; *paper*, 1.48; *newspapers and periodicals*, 1.39; *machine tools and accessories*, 1.38; *book printing and publishing*, 1.31; *cutlery (not including silver or plated)*, 1.22; *woven woolen goods*, 1.12.

SEATTLE-TACOMA: Per cent of U. S. A. value of products, 0.51. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Lumber and timber products*, 14.12; *flour and grain mills*, 7.02; *meat packing*, 4.66; *bakery products*, 3.86; *prepared feeds, animal and fowl*, 3.60; *newspapers and periodicals*, 3.03; *planing mill products*, 2.96; *canned fruits and vegetables*, 2.79; *ship and boat building*, 1.72; *furniture*, 1.55; *steel work and rolling mill*, 1.55; *other machinery*, 1.37; *malt liquors*, 1.02.

ALBANY - SCHENECTADY - TROY: Per cent of U. S. A. value of products, 0.50. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Shirts*, 5.68; *bakery products*, 2.99;

SALES MANAGEMENT

15 "U-S" POSTERS

included among winning designs

AT THE

TENTH ANNUAL EXHIBIT OF
OUTDOOR ADVERTISING ART

CHICAGO, NOVEMBER 1939

**"U-S" Named more
often than any
other Lithographer**



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of 24 Sheet Posters
know...

*"Fine ART
DESERVES
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Workers and Wages in Largest Industrial Areas

(All dollar figures are in thousands except average yearly wage)

INDUSTRIAL AREA	NUMBER OF INDUSTRIAL ESTABLISHMENTS		WAGE EARNERS	WAGES		Average yearly wage 1937	VALUE OF PRODUCTS	
	1937	% of U. S. total 1937	1937	1937	% of U. S. total 1937		1937	% of U. S. total 1937
United States Total.....	166,794	100.0	8,569,231	10,112,883	100.0	\$1,180	\$60,712,872	100.0
Total of 33 Industrial areas.....	87,552	52.5	4,768,547	6,251,251	61.8	1,311	36,279,316	59.8
NEW ENGLAND.....	11,447	6.9	756,306	863,679	8.5	1,142	3,913,670	6.4
Boston.....	5,443	3.3	247,685	281,911	2.8	1,138	1,483,927	2.4
Bridgeport-New Haven-Waterbury.....	1,684	1.0	146,077	173,309	1.7	1,187	761,229	1.2
Hartford.....	666	.4	70,079	89,474	.9	1,279	314,894	.5
Providence-Fall River-New Bedford.....	1,982	1.2	158,075	157,766	1.6	999	670,564	1.1
Springfield-Holyoke.....	589	.4	46,187	57,242	.6	1,239	258,177	.4
Worcester.....	1,083	.6	88,203	103,977	1.0	1,179	424,879	.7
MIDDLE ATLANTIC.....	40,020	24.0	1,764,711	2,244,580	22.2	1,272	13,167,892	21.7
Albany-Schenectady-Troy...	576	.3	44,084	57,190	.6	1,298	304,469	.5
Allentown-Bethlehem.....	580	.3	56,850	62,106	.6	1,092	290,734	.5
Buffalo.....	1,407	.8	105,722	154,440	1.5	1,461	1,078,068	1.8
N.Y.C.—Newark, Jersey City	28,007	16.8	848,345	1,046,187	10.3	1,233	6,764,288	11.1
N.Y.C. (included above)....	22,235	506,208	629,751	6.2	1,245	3,962,293
Philadelphia-Camden.....	5,604	3.4	345,553	421,546	4.2	1,220	2,350,645	3.9
Philadelphia City (inc. above)	4,147	213,851	257,321	2.5	1,205	1,493,638
Pittsburgh.....	2,041	1.2	227,675	348,762	3.4	1,532	1,746,908	2.9
Reading.....	485	.3	45,429	47,349	.5	1,043	156,921	.2
Rochester.....	764	.4	57,690	78,620	.8	1,364	342,224	.6
Scranton-Wilkes-Barre.....	556	.3	33,363	28,380	.3	850	133,635	.2
SOUTH ATLANTIC.....	2,226	1.3	156,189	197,146	1.9	1,250	1,258,432	2.1
Baltimore.....	1,835	1.1	105,615	124,623	1.2	1,180	925,761	1.5
Wheeling.....	391	.2	50,574	72,523	.7	1,435	332,671	.5
EAST NORTH CENTRAL...	19,667	11.8	1,597,474	2,315,983	22.9	1,450	13,088,563	21.5
Akron.....	308	.2	52,888	80,702	.8	1,526	395,871	.6
Chicago.....	9,019	5.4	538,775	740,160	7.3	1,374	4,711,428	7.8
Chicago City (inc. above)....	7,737	391,185	515,808	5.1	1,318	3,215,298
Cincinnati.....	1,665	1.0	101,044	128,762	1.3	1,274	794,341	1.3
Cleveland.....	2,337	1.4	163,319	232,570	2.3	1,425	1,210,522	2.0
Dayton.....	432	.2	47,388	72,594	.7	1,533	315,584	.5
Detroit.....	2,451	1.5	406,882	648,515	6.4	1,594	3,409,351	5.6
Indianapolis.....	712	.4	41,254	50,356	.5	1,222	297,483	.5
Milwaukee.....	1,776	1.1	120,957	172,675	1.7	1,427	871,529	1.4
Toledo.....	500	.3	41,716	59,023	.6	1,415	334,092	.6
Youngstown.....	467	.3	83,251	130,626	1.3	1,568	748,362	1.2
WEST NORTH CENTRAL...	5,045	3.0	237,795	290,892	2.9	1,223	2,285,725	3.8
Kansas City.....	939	.6	41,410	49,857	.5	1,205	549,273	.9
Minneapolis-St. Paul.....	1,622	1.0	55,509	69,316	.7	1,250	533,733	.9
St. Louis.....	2,484	1.5	140,876	171,719	1.7	1,228	1,202,719	2.0
PACIFIC.....	9,147	5.5	256,072	338,971	3.3	1,323	2,565,034	4.2
Los Angeles.....	4,504	2.7	128,555	164,763	1.6	1,281	1,205,280	2.0
San Francisco-Oakland.....	3,261	2.0	88,414	122,916	1.2	1,390	1,052,353	1.7
Seattle-Tacoma.....	1,382	.8	39,103	51,292	.5	1,312	307,401	.5

Source: Census of Manufactures 1937, and SM Department of Research

newspapers and periodicals, 2.91; *paper*, 2.70; *malt liquors*, 2.56; *confectionery*, 1.83; *processed waste and recovered fiber*, 1.51; *knitted underwear*, 1.31; *knitted cloth*, 1.24; *book printing and publishing*, 1.08.

ALLENTOWN - BETHLEHEM: Per cent of U. S. A. value of products, 0.48. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Cement*, 8.59; *clothing*, 2.58; *hosiery*, 2.33; *silk woven goods*, 2.17; *bakery products*, 1.90; *malt liquors*, 1.75; *rayon woven goods*, 1.47; *other machinery*, 1.24; *shirts*, 1.13.

INDIANAPOLIS: Per cent of U. S. A. value of products, 0.48. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Meat packing*, 13.34; *machine shop products*, 6.79; *motor vehicle bodies and parts*, 5.71; *bakery products*, 3.34; *electrical machinery*, 3.27; *newspapers and periodicals*, 3.01; *book printing and publishing*, 2.40; *paper boxes*, 2.17; *foundry products*, 1.88; *paints and varnishes*, 1.72; *furniture*, 1.04; *other machinery*, 1.02.

SPRINGFIELD - HOLYOKE: Per cent of U. S. A. value of products, 0.43. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Electrical machinery*, 12.98; *paper*, 7.95; *machine shop products*, 3.73; *paper goods*, 3.40; *bakery products*, 2.82; *envelopes*, 2.07; *book printing and publishing*, 1.72; *other machinery*, 1.43; *newspapers and periodicals*, 1.39; *paper boxes*, 1.35.

READING: Per cent of U. S. A. value of products, 0.26. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Hosiery*, 27.15; *steel works and rolling mills*, 11.22; *clothing*, 4.07; *bakery products*, 2.52; *other hardware*, 2.21; *boots and shoes*, 1.49; *foundry products*, 1.33; *newspapers and periodicals*, 1.31.

SCRANTON - WILKES-BARRE: Per cent of U. S. A. value of products, 0.22. Principal manufactures as measured by per cent of this area's total value of manufactured products: *Bakery products*, 10.99; *rayon woven goods*, 7.39; *clothing*, 6.82; *silk woven goods*, 5.41; *silk throwing and spinning*, 5.02; *newspapers and periodicals*, 3.47; *book printing and publishing*, 2.83; *metal stampings*, 1.77; *other machinery*, 1.68; *sausage—meat puddings, etc.*, 1.45; *malt liquor*, 1.14.

JANUARY 1, 1940



A triumphal chorus was singing the finale of the annual convention of Chevrolet field men. Suddenly the curtain behind them opened to show this backdrop, with Zeon lights proclaiming the 1940 slogan against a gigantic photomontage. It was all part of the dramatizing of a dynamic selling idea.

Chevrolet Adopts "Step Out and Sell" Theme for New Model Drive

The title of Sales Manager Holler's new book becomes the slogan for a series of meetings and sales schools introducing the 1940 car.

W E. HOLLER started something when he wrote a book under the title of "Step Out and Sell!"

In the first place, news of the forthcoming book became known around the Chevrolet central office just at the time when his convention committee was searching for a theme. Chevrolet men regularly make the most effective use of slogans—and here was a "natural." "Step Out and Sell!" was promptly adopted as the theme of the field organization convention held in Detroit in October and in the 45 zone cities where meetings of dealers and salesmen were held a few days after the convention in Detroit.

At the same time, 215 district managers were preparing to conduct three-day schools to introduce the new models, and they, too, found "Step Out and Sell!" an apt slogan.

The sales training department was revising its courses for the coming year, and again the new slogan fitted perfectly.

Then about the middle of November a member of the general sales manager's staff was scheduled to begin a tour of the country to conduct breakfast meetings, and his problem, too, was solved.

He was to be followed in January by three other central office executives who repeated the same inspiring refrain.

The book itself was published late in October. And at this writing, glowing reviews are still pouring in from newspapers and other media throughout the country.

Of course, Mr. Holler is general sales manager of Chevrolet. But it was the timeliness, the adaptability, and the basic merit of the title of his book that prompted others to seize upon it with such enthusiasm and such unanimity of purpose.

The purpose of the annual wholesale organization convention, for example, is two-fold: To acquaint the field men with the new models, and to sound the keynote of sales activity for the coming year. There is a preview during the day and a banquet in the evening.

After the dinner there is a pageant to review achievements of the closing year, announce plans for the new-model year, and arouse enthusiasm over the new program.

What could be more appropriate than to dramatize the fact that selling is a vital profession; that what dealers and salesmen are doing is one of the most important things anyone can do; that they sell not only to insure their own existence and prosperity, but also to provide employment for others, which in turn is ramified throughout the whole national economy; that the continued growth, prosperity, and even the existence of our country depends upon them?

The banquet hall this year was decorated with murals, banners, and electrical devices depicting the achievements of the 1939-model year and the objectives of the 1940-model year. Two narrators recited these achievements and objectives, accompanied by appropriate music, and supported by numer-



"The only thing to remember is to put your shoes on first."



ous symbolical characters. As each subject was presented, the mural was unveiled and illuminated.

When they had completed the review of 1939, the "Door of Opportunity for 1940" opened, a character dressed to represent Opportunity stepped through the door and recited a piece; another character symbolized the Greek conception of Opportunity as a woman with long hair in front but none behind. Goethe, Shakespeare, and Napoleon were quoted on the importance of opportunity, and so the pageant led on to the application of the moral, which was the opportunity to "Step Out and Sell!" The circumstances which make the present an exceptionally favorable opportunity were then reviewed, thus providing some 20-odd opportunities for the narrators to repeat the slogan and for the staging of numerous short pantomimes and tableaux.

The nine leading dealers and nine leading salesmen of the nine Chevrolet territories were present and were introduced and spotlighted as examples of those who Step Out and Sell with shining success.

Finally, the musical background took up the march, "Chevrolet Marches On." With the beginning of the second chorus 16 male singers appeared on the stage and sang the song with the theme, "Step Out and Sell"; the travel curtain behind the speakers' table opened, and "Step Out and Sell 900,000 in 1940" was displayed in Zeon lights, built on a montage background of photographic selling situations.

The same slogan was emphasized at all district previews immediately thereafter, though of course in somewhat less spectacular manner.

The product schools conducted by 215 district managers, afforded an equal number of appropriate opportunities to stress the slogan and its importance in connection with the new model.

Beginning about the middle of November, a representative of Mr. Holler's staff took to the road to conduct breakfast meetings in all principal cities, and the same slogan was perfectly adapted to his purposes. Not only is he emphasizing it in his talks to groups of salesmen, but he is also

displaying it on charts and even having the salesmen sing it. A small orchestra is engaged for each meeting and a number of songs are sung. One of these bears the title, "Step Out and Sell" and the slogan is incorporated in some others. These will be sung by probably 40,000 or more salesmen at such meetings.

Following this representative, three other central office executives will conduct larger meetings throughout the country beginning immediately after the first of the year. They, too, will make good use of the slogan, although they may not sing it. One of them will discuss the product, another advertising, the third, sales.

280 Five-Day Training Schools

The sales training department will conduct about 140 five-day schools for new car salesmen and an equal number for used car salesmen during 1940. Each of these schools will be opened with some remark to the effect that "The purpose of this course is to prepare you to step out and sell," and it will be closed with the suggestion, "And now, let's step out and sell!" The same theme will also be stressed at appropriate points in the sales training material, and banners on the walls will proclaim that, "Trained Salesmen Will Step Out and Sell!"

There has as yet been no need or opportunity for sales contests among new car salesmen, but some of the Chevrolet zone managers have already launched sales contests on used cars, used trucks, accessories, parts, and even on accounts receivable, and are featuring the slogan both as a suitable introduction and as an equally suitable closing command.

Meanwhile, the book which inspired all this has appeared and is meeting with a well-deserved success. Written by W. E. Holler, who as general sales manager of Chevrolet has directed the selling of nearly \$5,000,000,000 worth of new and used cars during the past six years, this slender volume is as practical as it is inspiring. The author places selling on a high plane, stresses the necessity for it, glorifies it as an opportunity for both service and personal success, and offers many practical suggestions as to how to sell to best advantage. He concludes with a chapter pertinently entitled, "Sell to Survive."

The company will enter the new calendar year with a back-log of some 100,000 orders. During November Chevrolet recorded the greatest volume of new passenger car and truck sales for any one month since August, 1937. Retail sales totaled 89,377 units.

COMING UP

A FOUR COURSE
FEAST
OF SALES



The NBC Blue Network is the cream in the canny advertiser's coffee. And here's why...

JANUARY 1, 1940

[49]

THE BLUE SERVES UP SALES AT LOWEST NATIONAL COST!



Coverage Canape ... The NBC Blue Network gives you coverage where it counts! You reach the important sales areas of the nation, with concentration in the "Money Markets"—the places where most of the country's radio homes are located. Where 70% of all retail sales are made. Where 72% of the effective buying income is located. Where 73% of all food, 69% of all drugs, 68% of all new cars are sold.



Economy Entree ... The Blue Network not only gives you coverage that is focussed on the markets with the spending money—but does it at lowest national cost. The Blue's low cost, which is unmatched by any other national medium reaching the home, is the result of the now famous Blue Discount Plan, designed to enable advertisers to "go national" on an exceedingly modest budget.



Facilities Supreme ... The Blue is up and coming! Facilities have been greatly improved. Coverage has been stepped up. The network has become a more and more attractive buy for advertisers—because the circulation increase of the Blue, resulting from these technical improvements, is offered to advertisers at no extra cost!



Satisfaction Souffle ... Advertiser after advertiser has found that the Blue Network packs a real sales punch. The successful job this network has done for many canny, experienced buyers of network time is eloquently expressed in the fact that 70% of last year's Blue Network advertisers have come back for more—and 16 new ones signed up in the Fall of 1939.

It will be well worth your while to get all the facts about the Blue Network. It can do a big job for you at low cost. The details are yours for a phone call. National Broadcasting Company. A Radio Corporation of America Service.

Another Blue Bonus!
KFBK, Sacramento, KWG, Stockton and KERN, Bakersfield, have become a part of the NBC Pacific Coast Blue as basic stations, and thus quality for regular Blue Network discounts. KFBK is one of the four highest powered stations on the Pacific Coast and winner of a 1939 Variety Showmanship Award.

NBC BLUE NETWORK

Sales through the air with the greatest of ease



No Booms, No Bands, No Ballyhoo: Real Estate Learns Sounder Selling

A product "designed" for a specific market . . . salesmanship based on lasting values . . . scientific market analysis . . . these aged-in-the-wood tested methods for selling staples and specialties have replaced the fly-by-night tactics which characterized real estate promotion in the era when most sales were made on speculation.

BY

WALTER H. LEIMERT

President, Walter H. Leimert Co., Los Angeles

WHEN I entered the real estate business, in 1910, our best customer was the speculative lot buyer.

Boomhurst! It was laid out on the edge of town, ostensibly for home building. But for one purchaser who built a home, there were a dozen who bought lots to hold for a rise in prices.

In those days, the subdivider dedicated as little land as possible to streets, put in cheap lampposts and pavements, hired a brass band, advertised heavily, served a free lunch, and had a crew of high-pressure lot salesmen to work upon the "lookers."

Anybody who had money enough for a small down payment was a satisfactory prospect. The stress was all on what Boomhurst lots were going to sell for in a year or two. How the buyer was to meet future payments bothered nobody. The down payment covered commissions.

Today, Boomhurst has either gone back to weeds, or is a slum. The speculative lot buyer has disappeared. Cities have settled down to more orderly growth. Uncle Sam and the banker, working under FHA, are teaching people to budget payments on a home before they buy the place to build it.

And so, real estate in the form of residence subdivisions must be sold in very different ways.

The subdivider is now a "manufacturer." He makes a product, depending on good "product design" to sell it. And he measures his market beforehand, like any other manufacturer.

In factory goods, it is now common for the manufacturer to make grades that will appeal to the well-to-do and the masses. What people can afford to spend for his product governs the package, the price, and the method of distribution. Today the more advanced subdivider designs his development for

definite markets, measured by incomes. Having ascertained how many families of the required purchasing power are available as prospects, he manufactures his lots to fit their pocketbooks. Instead of the quick sales to speculative buyers, with bands and free lunch, he finances his project for years of steady selling.

Take 1,000 families in any American city, and grade them by incomes.

Right away, you must cancel out 750 of them as not able to buy a home, because their earnings are below \$1,200 a year. Some of these will be prospects later, for they are young people getting ahead. But the majority cannot meet FHA requirements for a mortgage, or make the payments on even a \$3,000 house and lot through 15 or 20 years, even though subdividers are now—in Los Angeles, at least—offering homes for that price.

Next, you will have 175 families with incomes from \$1,200 to \$3,000, who can afford homes costing from \$3,000 to \$8,000, including the lot. Your lot prices for this group will range from \$500 to \$2,000, median \$1,350, and on that basis you figure your manufacturing costs.

Then, there is a group of families decidedly better off. They have \$3,000 to \$5,000 a year, can pay \$6,000 to \$12,500 for a home, \$1,500 to \$3,500 for the lot, median lot price \$2,250. But there are only 50 of them.

Finally, there are 25 families in the top income brackets, from \$5,000 to \$50,000 or more, able to buy homes ranging from \$12,500 up to large estates. Lot prices, if they buy in a subdivision, will range from \$2,000 to

Named for the author of this article, Leimert Park, Los Angeles, is a gigantic "product designed to sell." Size of lots, width of streets, allotting of space to stores and theatres, play space, and the very trees that shade the streets, were all carefully planned when the plot was subdivided, to provide the best possible homes for a predetermined prospect list.



\$6,000, with the median at \$3,500.

Eliminate the lowest and highest income groups, and you have less than one family in four as a prospect, and before laying out your land it will be necessary to get a clear picture of the people to whom you want to sell—where they live now, what they work at, what they can afford to pay in installments without sacrifice of food, clothing and other items in the family budget.

Some time ago, my company had 180 acres of land so situated that its best market lay among factory employees whose work was within easy motoring distance.

Our first step was to make a survey of the "East Side" industrial district, where in the past ten years substantial factories have been built, many of them branches of eastern concerns, such as the large tire and automobile companies.

We found that probably 250,000 factory people lived in and around the East Side, many in rented houses or apartments—say 60,000 families. The factories furnished fairly steady work, and many of them were expanding. Check-up of wages showed a range between \$125 and \$175 a month, or \$1,300 to \$2,100 yearly. Thus, there

were abundant prospects for homes in a less crowded district, 20 minutes drive from work.

So, this property was subdivided for homes costing from \$3,000 to \$5,000, on lots priced at \$750 to \$1,200. A \$3,000 home called for a down payment of \$300 under FHA rules, and monthly payments of \$25, the equivalent of rent.

Another tract has lately been laid out for people in the salary and professional income groups, \$3,000 to \$5,000. Homes costing \$6,000 to \$12,500 must now have, not merely all the conveniences, but beauty and privacy as well. These features are provided in planning streets, planting trees, placing houses on streets that do not invite through motor traffic, and so on.

The speculative lot customer of other days was interested entirely in the prospects of being able to sell his lot again for a higher price. He operated in lots as stock speculators operate in stocks, and there was the same mass of people with ordinary incomes who took a flyer in one lot, once in a while. In many cases these buyers made money, because our cities were growing, and everybody was discounting the growth.



Says Walter H. Leimert after a lifetime of selling real estate, for the past 20 years as head of his own company: "I have always counted it my luckiest break that I got into the real estate business with men who believed that speculative development was bad for a community."

Selling was based on a strong desire, the profit motive. Everybody has it.

Selling today is based on a strong desire, but a different one—the desire for ownership of land, and the place one lives in. Everybody has it. Real estate selling has therefore not changed in its emotional appeal, but the emotions are different, and also the tools with which the salesman works.

The old speculative lot salesman knew very little about the property he sold. His customers didn't want to know much about it, except the prospect of rising values. The salesman was generally an itinerant. He joined the crew selling Boomhurst because that development had the most flamboyant advertising and the biggest brass band. He played upon the profit motive. When Boomhurst was sold, or blew up, he went elsewhere, generally to another city.

I have always counted it my luckiest break that I got into the real estate business with men who believed that this speculative development was bad for a community. They said that it would eventually be outmoded either by cities reaching the limit of their speculative expansion, or by the setting up of public bodies to regulate community planning.

Both things have happened, and those far-sighted men have been proved right in their policy of laying out property for actual home builders, and with protection of lasting values.

The subdivision salesman of today has to be well posted on property. He studies technicalities that didn't bother the speculative lot salesman, such as building materials and methods, banking and mortgage procedure, planting, landscaping, restrictions and other details.

**THAT'S RIGHT...
THE MIAMI HERALD
Should be on the
A-SCHEDULE**

Facts from a recent survey by the Southern Bell Telephone and Telegraph Company:

- Miami* is predominantly a city of homes.
- Miami's* population has nearly doubled since the last survey 10 years ago.
- Excluding hotel guests, last year's winter population was 279,275. Last summer, 222,603.

The Miami Herald

IN TODAY'S NEWS: NELSON LEADS \$10,000 OPEN 17th Yearly New Century

Spec Poised For Sea Dash; Diplomats Fight For Delay Hitler Seeks War Order

TRADE PACT... Shores Shows Miami Is Home-Opening City

* MIAMI, MIAMI BEACH CORAL GABLES, HIALEAH

The Miami Herald
FLORIDA'S MOST COMPLETE NEWSPAPER

Miami's First paper. The Miami Herald, is keeping pace with the growth of the city. Reach your customers through this one medium.

Confidence, more than any other one factor, sells real estate today—confidence of the buyer in the salesman, and the salesman's ability to inspire confidence.

It is based on the buyer's feeling that the salesman understands the intricate details of home ownership in general, and that particular buyer's circumstances as well—that he is a competent and trustworthy advisor, and employed by a reputable real estate concern.

The home buyer of today is in dead earnest. Spurred by the inherent desire to own the house he lives in, he has started looking at property perhaps months before. Every Sunday he and his wife drive out to a likely locality, and inspect lots and houses, ask questions, go back to think it over.

Meanwhile, they are reading. Newspapers, magazines and books about house plans, furnishing, gardening, landscaping. Articles about the financial details of home buying, and government propaganda about the satisfaction of home ownership.

Their desire for home ownership rises in a curve, until they either find the place they are satisfied to buy, or their desire begins to drop away.

Selling Kills or Fulfills Desire

At some point on the curve, they reach a salesman whom we will call Johnny X, and one thing among several may happen.

They are keen in desire, on the rising curve, with many questions, not all of which he can answer to their satisfaction. They want to look around more, are not ready to decide. If Johnny X has what it takes, he will keep in touch with them, offer them new information from time to time, invite them to come back and see new houses going up, and stay with them until they decide, if possible, in his favor.

Or they may fall in with another salesman, Jimmy Z, after they have looked around a good deal more, and have begun to grow lukewarm about owning a home. Jimmy Z sizes them up as only mildly interested, does not keep in touch with them; and unless they meet a Johnny X, their interest wholly evaporates and they stop looking.

Johnny X has the ability to intensify the interest of lukewarm prospects, and lead on to the closing point, not by high-pressure tactics, but by being well informed. He rekindles the interest of those who have begun to think of calling the whole thing off. He gauges their incomes, submits property within their budgets, and makes a deal

possible. This calls for hard work and study.

Nowadays, product design is applied to new residence neighborhoods, not only by the subdivider who knows his business, but by public planning and zoning boards, and with the supervision of FHA officials and bankers.

Business necessary to the neighborhood, such as markets, theatres, service stations and shops, is controlled by allotting space in definite localities to each kind of business, and basing it upon the needs of home owners.

Streets are laid out for beauty, quiet and safety, as well as for motor traffic. The neighborhood will be reached from all directions by ample traffic highways, but the actual residence streets will be made narrower, and winding, to exclude motorists who are merely passing through, and to give

pleasant vistas.

The neighborhood will be planted and landscaped by the subdivider, with trees and shrubs that grow in beauty through the years. With all their study of shrubs and flowers, the people planning home ownership seldom know that there are cheap, flashy, short-lived trees, and expensive long-lived trees; that with the first kind an impression can be made but there will be no lasting beauty, and with the other kind a residence neighborhood will be a pleasant place to live for years to come. Properly protected by restrictions, it will hold its appraised values, and not be invaded by undesirable people or business. Before long, it will become a beauty spot such as is now found around most of our cities.

This is "product design" in real estate.

You can't afford to stand still

—and neither can we. Already contracts for space in 1940 have been received from more than a score of advertisers who have been using Popular Mechanics for thirty years or longer. Naturally, these renewals give us a glow of satisfaction. They indicate a sound publishing policy over many years. But—we can't afford to stand still. We cultivate new business in order to progress.

In 1939, a total of 4199 advertisers used Classified and Display space in Popular Mechanics. Of these, 3526 used Classified and 673 used Display.

Among the 673 users of Display, 378 carried on from 1938. There were 112 back after being out at least a year and 183 had never advertised in Popular Mechanics before. No, we didn't stand still in 1939. Nor did these new advertisers who added the Popular Mechanics man market of over half a million subscribers and newsstand buyers of a twenty-five cent magazine.

Don't stand still in 1940. You can't afford to, when you can tell your sales story to this proven market in pages at less than a dollar and a half per thousand to men with both the inclination and the means to buy.

Specific data relating to the product you want to advertise—and sell—are yours for the asking.

POPULAR MECHANICS
Magazine

200 E. Ontario St., Chicago, Ill. • New York • Detroit • Columbus

Marketing Flashes

[Glass Suspenders with a "Lazy Stretch"—Model Storefront for a Hard-to-Visualize Product]

Liquid Center

Iodent Co., Detroit, proclaims "the first new and improved type of cough relief since cough drops were put on the market over 50 years ago"—Liquid Center cough drops with medicine inside a hard candy shell.

Months of experiment were devoted to perfecting a cough remedy that would not dissolve the shell. Special machinery had to be devised to mold the hollow drops and fill them with cough liquid. The production difficulties surmounted, Iodent has secured "satisfactory" distribution and is conducting a series of copy tests. Vandenberg & Rubens, Chicago, is the agency.

"The old spoon-and-bottle method of taking cough medicine, while admittedly effective," say company officers, "was usually confined to the home use, due to the difficulty of carrying." Nine Liquid Center drops are packed in a metalized pocket-size box retailing for 15 cents. A hole in one corner of the box reveals the liquid Center moving around enticingly.



Paraffine Cos., San Francisco, converts a routine "wet paint" sign into a miniature billboard for its products. Printed in red and black on yellow stock, readability is high, and so is the advertising value. It is supplied to painters to be posted on their painting jobs.

Elasti-Glass

S. Buchsbaum & Co., Chicago, introduced to *Life* and *Esquire* readers "glass" suspenders, belts and garters for men before the Christmas shopping season. Women's belts are being announced in *Harper's Bazaar*, *Vogue*, *Mademoiselle*, *Glamour*, and possibly others.

Elasti-Glass, the trade name, is not strictly a glass, but is a synthetic resin glass made from salt and certain coal by-products. It stretches, not quickly as does rubber, but with a "lazy

stretch." Moreover, the makers claim, it is water-proof, perspiration-proof, easily cleanable, non-inflammable, strong and rot-proof.

Items now on the market are available in water white, emerald, garnet, white, brown, sapphire and black. They are offered as single units or ensemble gift packages. Manufacturing cost is only \$2 to \$2.50 a pound, so retail prices for belts, etc., are modest.

Starting in 1888 as a diamond importer and maker of fine diamond jewelry, the Buchsbaum Co. about 18 years ago began to develop a novelty department—belt buckles and such. This is currently a big part of the business. Six hundred workers in the Chicago plant turn out Elasti-Glass products.

War Barometer

If you sell phonograph records you don't need a newspaper to find out how World War II is raging.

Lawrence Tibbet's "My Own United States" and "Battle Hymn of the Republic," recorded by RCA Victor just before July 4, showed a 37% sales increase in September over August. When Russia invaded Finland (or the other way 'round if you prefer the Communist version) sales bounded again.

Similarly, Kate Smith's recording of "God Bless America," with the "Star Spangled Banner" on the reverse, has followed the tides of war. Although the disc has been a consistent best-seller since Kate introduced it on Armistice Day, 1938, sales rose 13% with the outbreak of war, and have been constantly accelerating ever since.

Evidently Americans express their horror at carnage and their love of country by playing the victrola, in between answering Gallup polls.

Up and Down

Sales of California wines last year went up because more juice of the grape trickled down American throats—about 66,000,000 gallons, to be exact, or 20% more than in '38. Next year's sales are estimated at 72,500,000 gallons.

J. Walter Thompson, in charge of the ad campaign for Wine Advisory Board, San Francisco, recently surveyed liquor, grocery and drug stores in ten cities across the country and found that

wine now accounts for one-third of their alcoholic beverages sales. In the ten cities Cleveland dealers had the largest proportion of wine revenue, 68 cents per alcoholic beverage dollar. Boston spent only 18 cents of its alcoholic beverage dollar for wine.

Wine-bibbers prefer sweet varieties. About 70% of the California vintages sold are sweet; 28% dry; and 2% are sparkling or champagne type.

Redi-Rice

Redi-Rice Co., Houston, cans cooked rice and claims these advantages: Uniform quality; thorough cooking, which leaves each grain separate and tender; removal of most of the "gumminess"; sealing of moisture in each grain so that when a can of Redi-Rice is opened and heated, the rice fluffs up; adaptability for both hot and cold dishes.

Ads in the Southwest (through Ritchie-Safford agency, Houston) mention these points, plus convenience. Distribution is widening steadily, will soon be national.

Missouri Salesmanship

Add Libbey-Owens-Ford Glass Co., Toledo, to the list of firms utilizing miniature models to persuade prospects who are "from Missouri."

L-O-F's tiny grocery store measures two by three feet. When first set up it is a general store of two decades ago, with herring and pickle barrels in the window. Then the front is stripped away and replaced by an ultra-modern front of structural glass and a window full of packaged goods. During the 15-minute operation the



Twenty years zip by . . .



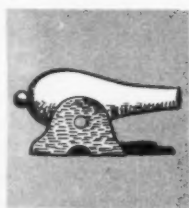
. . . in a 15-minute talk.

SALES MANAGEMENT

**Tremendous Power
made Flexible...**
... that's Rotogravure!



● When armies marched on foot and battle lines were drawn up in close order, the only requirement for heavy artillery was that it be powerful . . . but in these days of mobile divisions and motorized attack power isn't enough—flexibility is equally important.



IN ADVERTISING, as in ordnance, modern conditions put a premium on flexibility. Recognizing this, national advertisers are today using 50% more rotogravure space than they did a year ago. For no advertising medium offers greater control over advertising pressure and expenditures than does rotogravure. With no other medium can you tailor your campaign to fit your sales problem more accurately and buy inten-

sive coverage of the nation as a whole or of separate markets more economically.

On the next page some of the rewards which fall to food advertisers who avail themselves of rotogravure's flexibility are reported. For experiences advertisers in your own field have had with rotogravure, write Kimberly-Clark. In addition to manufacturing Rotoplate, Kleerfect, and Hyfect—three of the most widely accepted rotogravure papers—Kimberly-Clark maintains a research department and a statistical bureau to serve publishers and advertisers. The Kimberly-Clark Corporation, 8 South Michigan Ave., Chicago Illinois.

More for
our money
in
Rotogravure

Say Food Advertisers



SPAM

"In selecting key cities for testing Spam advertising we purposely chose one where rotogravure was available in a dominant publication. We were anxious to find out how effective rotogravure with its high attention value and readership would be in the accomplishment of our objective. The results were most satisfactory and our record speaks well for rotogravure as an advertising medium."



BOSCUL COFFEE

"We embarked on a campaign of rotogravure advertising for Boscul Coffee and continued it on a consistent basis during the past 6 months. During the period we have had a definite sale increase."



CANADA DRY

"Rotogravure was a major medium in our Spring and Summer advertising campaign for Sparkling Canada Dry Water. We used half pages and full pages in rotogravure in the principal markets of the country, and to rotogravure must go part of the credit for the sales increase which pushed Canada Dry Water to the highest sales peak since this club soda was introduced."



GROCERY STORE PRODUCTS SALES CO., INC.

"Rotogravure was used exclusively for Jacobs Mushroom advertising. Sales for the quarter during which advertisements appeared showed a definite increase in cities where the rotogravure campaign ran."

Kimberly-Clark Corporation

Established 1872 • Neenah, Wisconsin • 67 Years of Service

NEW YORK
122 East 42nd Street

LOS ANGELES
510 West Sixth Street

CHICAGO
8 South Michigan Avenue

salesman has a chance to spiel. Light glowing through the "vitrolux" glass shows better than words and pictures how a store owner can rejuvenate his establishment. First exhibited at the Super Market Merchandising Convention, in Cleveland, the store has also been demonstrated to gatherings of architects, contractors, etc. Lighting engineers originated the model, which L-O-F was quick to adapt.

Painless Price Rise

A jump in the price generally discourages salesmen and slows down volume. However, Gellman Manufacturing Co., Rock Island, Ill., cushions

the blow as far as possible with a check.

Gellman makes beauty shop equipment, and bread slicing and wrapping machines. Recently it was necessary to advance the price of a wrapping machine from \$625 to \$750. Special checks for \$75 on bank paper, written with a check-writer to look like the usual check, were issued on December 1. They were void after December 20. These constituted a trade-in allowance.

With only 20 days in which to make a decision, and with a check for real money in their hands, buyers acted promptly. Salesmen were profitably busy, and the new price has been pleasantly publicized.

Lane Bryant "Slenderizing Idea" Goes on National Basis

More than 50 department stores were licensed to sell Lane Bryant apparel in 1939 . . . this year more stores will be added, and the line will be broadened to include items other than dresses. Extensive advertising accelerates sales.

THOSE who design styles for the 40,000,000 women in this country have done so, primarily, for the slender or "normal" two-thirds of them.

Lane Bryant for 39 years has built a consistently expanding business by concerning itself with the style and "slenderizing" problems of the 10,000,000 or more "larger women."

This reputation, reinforced by a total of \$20,000,000 in advertising, now attracts 2,000,000 women annually to the 17 stores which Lane Bryant controls, and provides them with a combined annual volume of \$14,000,000.

The seven Lane Bryant stores are in New York, Brooklyn, Philadelphia, Baltimore, Detroit, Chicago, and St. Louis. The ten Newman-Benton stores, in as many midwest cities, are owned by Lane Bryant. These concentrate on the same market, and also sell regular sizes. The increase in its own outlets, plus newspaper and magazine advertising, has helped to make the business "national."

Mrs. Lane Bryant, now in her 70's, has seen her business get somewhere. She is no longer active in it. Her son, Raphael Malsin, is president. Mr. Malsin was her first husband; Mr. Bryant her second.

In 1939, Mrs. Bryant saw the business take a step which has provided it

with even more complete national coverage. This was the licensing of 54 department stores, on an exclusive basis in as many cities, to sell Lane Bryant dresses, and of six manufacturers to make them for these stores.

The program was developed and is being carried out by the M. Spivak Bureau, New York, under Mr. Malsin's supervision. Mr. Spivak is a specialist in tie-up or "family" promotions—in getting manufacturers, retailers and sometimes other factors in the same field to work together toward a common objective.

In this case arrangements have been made with six manufacturers to supply dresses to the 54 licensee stores. The manufacturers are competitive in a sense, but, as Mr. Spivak explained, "they don't hit nose to nose. They concentrate on different sizes and price ranges." The manufacturers, and not the stores, pay Lane Bryant a royalty for the use of the brand.

The Lane Bryant stylist selects the designs to be used. Copies of designs and swatches of material are sent to the stores. The stores order direct from the manufacturer. After the manufacturer ships, the store is provided with newspaper mats, glass signs and other point of sale materials for its "Lane Bryant Modes" department. Stores need order no fixed amount, but if it

is felt that an individual store does not come up to scratch, in purchases or promotion it is dropped.

When the licensee plan was announced last Spring, 150 stores applied. Thirty-three were accepted. In the Fall 20 more were admitted. "Lane Bryant Modes" stores now include the Emporium, San Francisco; Davison-Paxon, Atlanta; J. N. Adam Co., Buffalo; La Salle & Koch, Toledo; Emery-Bird-Thayer, Kansas City; Mabley & Carew, Cincinnati; H. C. Capwell, Oakland; Herzberg's, Omaha, and a lot of others in large and in smaller cities.

All told, in fact, 58 stores were signed, but four were dropped for failure to measure up to requirements. Each store must open a "Lane Bryant Modes" department, must buy the dresses from the six manufacturers designated, and must pay for local advertising. Mr. Spivak has compiled no complete data on advertising, but each store, he said, has run display advertising on "Lane Bryant Modes" an average of once a week. The departments are owned and managed by the stores.

The Trade Is Told

The manufacturers do trade paper advertising on the plan. About \$100,000 in "Lane Bryant Modes" was done by the stores in the first five months.

This year other stores, and other items of apparel for larger women, will be added. Some 30 stores have asked for maternity dresses, which probably will come next. Other items will probably include coats, suits, millinery, corsets, lingerie, shoes and stockings.

The newest promotional angle to be employed has been the establishment of "Woman's Day." Mr. Spivak explains that this has been made available not only to Lane Bryant franchise holders, but to all department stores. For "Women's Day" the cooperating stores set aside the third Monday in each month for the high-lighting of all women's apparel, naturally stressing "Lane Bryant Modes," and pointing out that manufacturers are using newest style trends in developing apparel for larger women, something that has been neglected in the past. The "Lane Bryant Modes" licensees are given mats, posters, leaflets to help them present the idea to their customers.

Lane Bryant has set out to win its products as many as possible of the 10,000,000 larger women by providing products and policies that appeal to them.

A national consumer advertising campaign on "Lane Bryant Modes" may soon accelerate its campaign.



More Product Packages Redesigned to Conform to the Labeling Act

IN the December 15 issue, SALES MANAGEMENT pictured examples of product packages and labels that have been redesigned or revised in order to include information required by the "affirmative provisions" of the Federal Food, Drug & Cosmetic Act which, with the exception of certain provisions, goes into effect today. In that issue it was noted that in many cases manufacturers had considered the necessity to redesign their labels, an opportunity to inject additional sales appeal into their product packages by using more modern and more informative labels.

On this, and page 60, the editors present another group of packages and labels which have been redesigned or revised to conform to the standards required by the "Labeling Act."



2A



2B

1. Baker Extract Co., Springfield, Mass., has eliminated the long neck of its half fluid ounce bottle of vanilla flavoring, making the bottle shorter, and is now packaging it in a smaller cardboard container (left). Wording of the weight of the contents has been changed from "4 drams" to "½ fl. oz." to conform to the requirement that "terms used to express quantity must be those which are generally used by consumers to express the quantity of the particular food, drug or cosmetic..."

2. Besides adding the net weight of the contents to the container and package of Mum deodorant, Bristol-Myers Co., New York, is also emphasizing the name of the product by printing it in bolder red ink. Name and address of the company which were omitted from the old jar (2A) have been added to the jar cap of the new package (2B) and moved from a side panel of the carton to a prominent place on the top.

3. C. A. Mosso Laboratories, Chicago, expected, and got, no confusion "on the part of either trade or consumers" when it began marketing its familiar Oil-of-Salt as Oil-O-Sol. The name of the product was changed because the contents do not include common salt. In restyling its label, Mosso Laboratories adhered closely to the original design and style of lettering (3A), but added a second panel (3B) for listing ingredients and amplifying directions.



3A



3B

DIRECTIONS

For First Aid in Minor Cuts and Lacerations: Cleanse wound thoroughly with soap and water, preferably under running water, using cotton swabs or a very soft brush. Saturate surgical cotton or gauze with Oil-O-Sol and apply directly to wound. Pad with absorbent cotton and bandage lightly.

In cleansing minor burns and scalds carefully avoid mechanical injury to the tissues. Apply Oil-O-Sol as a wet dressing. Bandage lightly.

In case of serious injury or deep or extensive burns, summon physician immediately.

Apply to surface of bruises, sunburn, non-venomous insect bites or poison ivy.

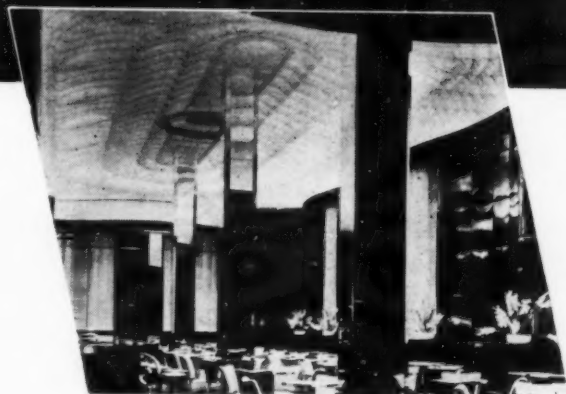
For muscular strains apply as a liniment.

For tired, aching feet, apply freely and rub in gently.

Light ON YOUR SALES PROBLEMS

...IN THIS CEILING OF
Lucite!

Ceiling and bar stools
designed by
Timothy Pfleger and
fabricated by
Dave Svedlow Corp.



LUCITE

REG. U. S. PAT. OFF.

E. I. DU PONT DE NEMOURS & CO. (INC.)
Plastics Department Arlington, N. J.

THERE is a *ta-ra* and *boom-de-tay*! There are *ooh's* and *ah's*! Glowing light sweeps in waves of color over this ceiling of "Lucite." And sales go higher in the cocktail lounge of swank St. Francis Hotel, San Francisco.

Sales charts take a leap all over the country as displays and products come to life in the dramatic lustrous crystal or sparkling color of "Lucite."

You see "Lucite" all around you. On the new autos as radiator ornaments and dash crystals. In convention displays or window fixtures. As hair brushes or illuminated signs. As costume jewelry and cosmetic containers.

What is this "Lucite"? It's an unusual plastic. It is crystal clear, yet dainty. It is strong and tough, with non-shattering safety. Not affected by weather or water. Suitable for chemical and electrical applications.

Put new value, new beauty into your product with "Lucite" methyl methacrylate resin. You can mold it from powder or shape and build with it from sheets, rods and tubes. Let us help you work out the problem. Just write to: Du Pont Plastics Dept., Arlington, New Jersey.

. . .

DU PONT ON THE AIR—Listen to the "Cavalcade of America" every Tuesday evening, 9 p. m., E. S. T., over NBC networks.

JANUARY 1, 1940

[59]



4A



4B

More Packages Redesigned to Conform to Labeling Act

4. Mennen Co., Newark, N. J., has eliminated the baby-in-a-boat trademark on its antiseptic oil package to provide space for the name and address of the company and the listing of active ingredients. Trademark lines on the Mennen borated powder container have also been modified to include information called for under the Food, Drug & Cosmetic Act. New labels (4A) carry net weight of the product, and front and back of both containers are identical. Foxon, Inc., Meriden, Conn., produces the Mennen labels.

5. To the new label (5A) of "Big Bill" bubble chewing gum, Wm. A. Wischmann, Inc., Brooklyn, N. Y., has added the ingredients of the product as required by law. Type size of the manufacturers' name and address has been made smaller on the new label to provide space for the necessary additions. Rode & Brand, New York, produced the labels.

6. Left and center packages in the photograph below show the changes made in label of Lydia E. Pinkham's vegetable compound to include a listing of the active ingredients in the product. Recently, the label was "modernized" (right) and a light panel listing ingredients substituted for the black panel of the former package.

6



5A



5B



You'd have a darn sweet endowment if you had a dollar for every time an overwrought sales or advertising manager carpeted a copy writer for not getting the consumer slant in his copy. You know the blast: "Now how in the Hell do you expect to know the consumer and dealer viewpoint sitting here in the office?" "Go down and talk to the man on the street, the housewife, the dealer, to anyone who is a potential customer." "Dig out what they want and expect; they're the ones we have to sell."

True words indeed, yet these same executives themselves turn around and with only a study of last year's sales reports, general business forecasts and their own personal hunches, go right ahead and execute sales plans for a new year. New trends, quick-moving competitors, changed business conditions can upset the best marketing plans in a flash, even when they appear to be making money.

Wise sales and advertising managers are solving their problems beforehand through the only sure and accurate method . . . MARKET RESEARCH. To successfully perform this all-important merchandising function, more concerns retain Ross Federal than any other research organization.

So whether your distribution is local or nationwide, why not know today what you will be up against tomorrow? Call a Ross Federal man and talk your problem over with him.

ROSS FEDERAL RESEARCH CORPORATION
18 EAST 48th STREET NEW YORK CITY

Flagging Store and Street Traffic with a Premium Offer

Eye-catching window and interior displays are indispensable links in the merchandising scheme if the manufacturer is to cash in fully on the appeal of a premium in creating a sale.

BY FRANK H. WAGGONER

THE FOCAL point of practically every premium offer is the place where the premium-carrying product is on sale. There is where the offer is going to be translated into purchases—or fail to do so.

While other types of advertising media—newspapers, magazines, outdoor, radio and direct mail, or even house-to-house distribution—may have brought the knowledge of the premium offer and its terms to thousands or millions, it is through the advertising of that offer at the place of sale that the actual contact with the customer is established, if at all.

In addition to localizing and centralizing all of the other forms of advertising used to announce the offer, and making them converge on the stores that carry the product, point-of-purchase advertising of premium offers flags not only store traffic, but street traffic as well. Thus it completes the advertising cycle, giving to every medium used a greater measure of efficiency in terms of sales.

To Spur "Buy It Now"

The importance of point-of-purchase advertising of premium offers has grown with the increase in the number of special offers, most of which are of limited duration. That means that a heavy upward surge of buying must take place within a week or two, or the offer will have failed in reaching its objective. This is particularly true when it is realized that a goodly number of special premium offers are counter-attacks provoked by competitive activity in specific markets or generally throughout the distribution territory.

The importance placed upon point-of-purchase advertising of premium offers by those who have long and successfully used premiums is evidenced by the fact that they would rather economize, if necessary, on other media than skimp on halting both store and street traffic with the fact and terms of their offers at the places where their products are on sale.

That this importance is amply justified was manifested by the survey on premiums appearing in the December 1, 1939, issue of *SALES MANAGEMENT*, which showed that on first purchases of products induced by premium offers, 76.7% learned about them in the stores where the products were on sale and with the merchandise itself; while on purchases of products previously used, 66.6% came to their knowledge of the offers through the same means.



Strings of gay paper pennants are popular point-of-sale displays for premium offers. Shown are the front and back of one used by the thousands by Lever Bros. in a current Lux promotion.

Couple such a showing with the other facts brought out in that same survey namely, that 27.6% of those taking advantage of premium offers involved the purchase of products they had never used before, and that among those who admitted they stopped saving the coupons and other tokens, a very high percentage stated that they continued to buy the products, only 18.5% admitting that they ceased to buy any more of them, and the value of point-of-purchase advertising of premium offers is made all the more evident.

Effective point-of-purchase advertising of premium offers involves the use of both window displays and interior store displays. Window displays announce the fact that the product is carried in that store, and end the

search for it where the urge to buy has been created through some other medium. Nothing is more discouraging to one who has been moved to buy a product because of a premium offer than to go from store to store, asking for it, only to be told it is not carried, and on each call to be offered something else. The resistance of the average shopper is limited to about three calls and that many negative answers. By that time the chances are that the quest ends in buying another product.

Equally important are those passing along the street who may not have seen, heard or read of the premium offer, but whose attention can be attracted by the right kind of display. A good display serves as well to remind those who may have known of the offer that the product and the premium, if delivered with the purchase, may be had there.

There is a by-product in point-of-purchase advertising of premium offers that induces sales even where the pur-



chaser is not interested in the premium. A number of premium users have made careful checks on this phase of window displays and been astonished to discover that their featured premium offer shown there attracted attention to, and interest in the product that resulted in patronage, though the premium was not of the slightest interest.

It is inside the store that the greatest display of advertising material is made to reach customers who may not have known of the offer and therefore have no special interest in the product at that time; to remind those who have read or heard of the offer of its details, in most cases showing the premium itself; and also to stimulate interest in the product on the part of those not interested in the premium.

Irrespective of what else may be

used as store advertising material, the counter display is the center attraction, in which the product and the premium—or at least a lifelike illustration, full size, if possible—are shown. This should be placed on or as near the counter and the cash register as possible.

Shipping containers are often so constructed as to serve also as displays for both product and premium. When the A & P offered three ladies' handkerchiefs for 25 cents and the label from a jar of Ann Page salad dressing, the top of the salad dressing case opened up. Affixed to it were samples of the three handkerchiefs, so that every woman entering the store could see and examine them and know just what it was that was being offered.

Many premium users place great importance on pennants and banners. These are often strung in from three to five rows across the store, high enough up to be out of the way, and yet low enough to come within the sight of every customer. Their function is to bring the customer to the place in the store where the premium offer is displayed or cause questions to be asked regarding it. Judiciously used, they yield a 100% coverage of store customers, and their price is so low that they may be freely used.

Lever Brothers are currently using double pennants in connection with their offer of silverware in units that call for 50 cents in cash and the wrappers from three cakes of Lux toilet soap. These are strikingly done in colors, and being double, are effectively seen and read from any part of the store. The Lever Brothers counter display is very similar to the window display, but instead of showing one of the actual teaspoons, shows illustrations of the six, and adjacent is a pad of order blanks to facilitate sending in the wrappers and the money, as well as serving as a reminder when the customer has left the store.

Profits-Paying Shipping Cases

When General Mills introduced Wheaties, and gave as the introductory premium a Beetleware cereal bowl with the purchase of two packages, they had a special shipping case made that held not only the product, but had a center compartment for the premiums. This single unit for both product and premiums was appreciated by jobbers and retailers alike. This case also served as a display case, and in most stores it was in front of the counter, under the cash register, where every customer could see it.

Another valuable part of point-of-purchase advertising of premium offers

is the use of folders and handbills, particularly where the premium is not delivered with the purchase, but must be sent for later. Inasmuch as time must elapse between the purchase and the sending, it is advantageous for the customer to have something to take home and read over. If it has an order form, such as that on the Lever Brothers Lux silverware offer, so much the better, as it results in a greater percentage of returns. Women particularly dislike to write business letters, and anything that lessens that task multiplies the number who will respond to the offer.

One prominent concern uses a folder that forms an envelope, with a gummed closing flap, and the address side is printed as a business reply envelope, making it unnecessary for the customer to affix postage, which reduces to a minimum the effort in sending for the premium. It is needless to add that the cost of the postage the manufacturer pays on the receipt of those envelopes is taken into account in fixing the amount of money to be sent for the premium.

Winning Dealer Cooperation

The value of point-of-purchase advertising of premium offers depends also on its being set up, and staying set up during the term of the offer, if it is of limited duration. This setting up of displays is best handled by the salesmen covering the territory, whether of the jobber or the company making the premium offer. Where samples of the premiums are a part of the display, it is almost an unwritten law that when the display has served its purpose it becomes the property of the dealer or manager.

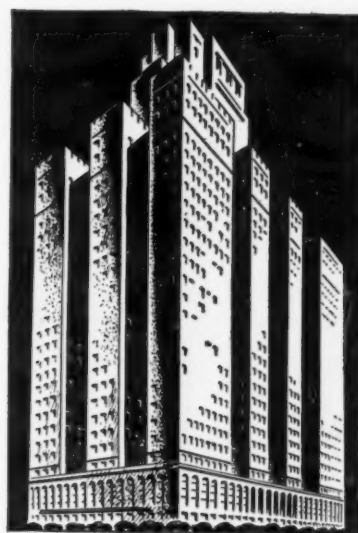
Store cooperation is also an important factor, and this is more readily secured if through the display material the stores can tie-in with the manufacturer's larger publicity campaign. If local advertising by the premium user gives store names and addresses, that encourages dealer cooperation, resulting in better positions, a better play all around.

If a premium offer is worth making, it is worth all the support possible, particularly at and in the stores carrying the product.

Excuseitplease!

In the December 1 issue the agency for Andy Boy broccoli and celery, D'Arrigo Bros. Co., Boston, was erroneously stated to be Harold F. Lewis. Badger and Brown, Inc., Boston, is the agency.

B and B is inserting a series of Andy Boy endorsements by chefs of top-notch hotels in New England newspapers and also in the *Cleveland Plain Dealer*.



"THE WORLD'S GREATEST HOTEL"

fronts the blue waters of Lake Michigan, on beautiful Michigan Boulevard. It is ideally accessible to Chicago's business district; and to that profusion of wonders—industrial, cultural, educational, and entertainment—for which Chicago is so justly famous. The service is planned with care and discrimination.

JOSEPH P. BINNS,
General Manager

THE
Stevens
HOTEL
CHICAGO



Color Captures Customers

Some researcher might find that the volume and the effectiveness of advertising have grown in direct proportion to the advertisers' use of color. Color has made products more real and appeals more potent.

Lithography, a pioneer in applying color to advertising, today serves in countless colorful ways. From stamps to 24-sheet posters . . . through booklets, labels, displays, car cards, and otherwise . . . hundreds of lithography plants are providing advertisers with the ammunition to capture customers.

One of the oldest in years, and one of the most modern in processes, is Forbes Lithograph Manufacturing Co., Boston.

The thriving textile business of New England, by 1862, had developed a demand for "dry goods tickets." To produce these paper labels for bolts of cloth, in several colors, lithography was the only medium then used. With small capital, and large hopes, a young lithographer named William H. Forbes set up shop in two third-floor rooms to meet some of this demand.

Mr. Forbes believed, in fact, that lithography could introduce art into various lines of commercial work.

"Lithography" is a Greek word which means "writing on stone." It was introduced in 1796 by a young Bavarian, Alois Senefelder. It differs from letterpress printing or typography, a process of getting impressions from a raised surface, and from gravure or intaglio printing, wherein impressions are made under pressure from a flat surface into which the image has been cut or etched. Lithographers use metal and wood, as well as stone, today, but the "flat" principle still obtains.

By 1825 the process began to develop actively in this country. Lithographs were found to be an economical way of providing people with reproductions of paintings. Lithographers also did some artistic reporting on their own. The most famous of these early "artistic-lithography" firms was Currier & Ives. One of the first prints of Nathaniel Currier was "Ruins of the Planters Hotel, New Orleans, Which fell at two o'clock on the Morning of the 15th of May 1835, burying 50 persons, 40 of which escaped with their lives." It was executed "on stone by J. H. Bufford." Bufford later started in business for himself. Ultimately this business was acquired by Forbes.

Thus, in addition to its own 77 years, the Forbes tradition stretches back more than a century.

Mr. Forbes' original equipment consisted of two hand presses. Four men were hired for them, two for each press—one to feed and lift the sheets, the other to turn the handle of the press. A bookkeeper and an office boy completed the staff.

Today, W. S. Forbes—himself in the business for half a century—supervises a much larger organization, devoted to "modern, creative, colorful advertising." The great Forbes plant in Boston, served di-

rectly by roads and rails and ships, employs 800 people. There are 100 modern presses. Most of them were installed in the last five years. They cover 45,000 square feet of space . . . There are offset, poster, letterpress, die-stamping, cellophane and auxiliary printing departments. There are photographic departments, including the Forbes-Levy camera, one of the largest commercial process cameras in the world. There are the ink laboratory and ink grinding department; paper seasoning room; air washing room (for controlling moisture content of press-room air). There is a laundry (wiping rags must be clean). There are rooms for plate-graining and roller-making; rooms for storing and ageing varnish, and a lot of others. There are creative and traffic, packing and shipping, and other departments.



"Today, W. S. Forbes — himself in the business for half a century — supervises . . . an organization devoted to modern, creative, colorful advertising."

Forbes does not boast of its volume—although it has turned out as many as 1,000,000 lithographed impressions in one day. Quality of reproduction, too, now "goes without saying." The Forbes people, however, are proud of their growth, and proud of their contributions to their industry and to advertising. They are proud of their creative work, in helping to provide advertisers with the ideas and the development of them, which have turned other little companies into big ones. Forbes maintains art departments in its offices in New York, Cleveland, Chicago, and sales people in these cities and in Rochester and Detroit.

Forbes is proudest of all of its long and constructive association with its customers.

On the day in 1862 that the shop was first opened, William H. Forbes had his first customer. The name of that firm has been continuously on the Forbes' books ever since.

The companies which Forbes has served for 25 and 50 years make up a most interesting long-range alphabetical advertising index, including such names as: Boston Varnish, Burnham & Morrill, Samuel Cabot, Church & Dwight, Coca-Cola, DeLaval, du Pont, General Electric, General Foods, Jones Brothers (now A. & P.), Massachusetts Mutual Life, National Biscuit, National Lead, National Life Insurance Company, United Drug . . . Forbes, in fact, has served nearly all leading advertisers. Automotive, beverage, confectionery, drugs and cosmetics, electrical and hardware, food

products, oil and gas, soap and soap products. . . .

It is a far cry from the great and complicated needs of such concerns to the "dry goods tickets" days. But Forbes, in its efforts to meet their problems, has anticipated them, and has taken them in its stride. It has aided the development of other industries.

The covers on the sheet music which your grandmother played may have been lithographed by Forbes . . . One day, some 65 years ago, Joseph Jefferson, the actor, came down to the Forbes plant and sat while Joseph E. Baker, foremost lithographer of his day, made his portrait as "Fighting Bob" on lithographic stones. The impressions from these stones were to be, when pasted together, the first composite or three-sheet poster ever made.

In the early '80's lithographed labels for canned foods began to appear. Forbes began getting orders from California, even from Hawaii, and Forbes created the "Paradise Island" pineapple label for James Dole . . . By 1889, the tide of national advertising had begun to rise rapidly. Breakfast foods, formerly sold in bulk, for example, began to appear in packages. Many of the trademark figures and slogans were originated by Forbes.

And so it went, on into the eras of canned foods and cigarettes, cosmetics and motor cars. Color kept on, helping to capture every year millions of new customers, helping to change the habits of scores of millions of people, helping to create the America in which we now live.

Through more than 28,000 days of creative usefulness, Forbes Lithograph Manufacturing Co. has a claim to some part in that. It is prepared for even bigger things to come.

States' 60 Years

The New Orleans *States*, founded January 3, 1880, commemorates its 60th anniversary January 3 with a special edition that will in itself be a convincing demonstration of the progress this militant southern daily has attained since it was launched as a four-page, six-column paper, issued six days a week, by Major Henry J. Hearsey with total capital of \$2,250.

Printed on a job shop one-cylinder press, powered by an old, blind Negro, the first home of the *Daily States*, as it was originally known, was in part of an auction mart. Major Hearsey, a Civil War veteran, had served an honorable and noteworthy apprenticeship on several Louisiana papers. His city editor and "staff" was a Union veteran, Major W. M. Robinson, and another early associate was Erwin B. Craighead, later editor of the *Mobile Register*.

The *States*' initial crusade was against the Louisiana lottery, opposition to which had cost Major Hearsey his previous editorial job. Public interest in his venture quickly reached such a high pitch that the carriers, who likewise served as subscription solicitors, had to be warned that no additional subscribers would be accommodated until the paper had time to install faster and more efficient machinery.

Before the end of its initial year the paper had a circulation of 6,500, which was almost as many readers as was boasted by its oldest competitors.

When Mr. Craighead moved on to Mobile he sold his interest to Captain J. Pinckney Smith. In 1886 George W. Dupre, an earlier associate of Hearsey's on another paper, bought into the *States*. With the death of Captain Smith in 1899 and of Major Hearsey the following year, control

SALES MANAGEMENT

PREMIUM IN ITS 35TH YEAR *Practice*

***THE NATION'S MARKET PLACE FOR
PREMIUMS, PRIZES AND
ADVERTISING SPECIALTIES***

*Write for details
about the success-
ful approach to
this \$400,000,000
annual market.*

PREMIUM PRACTICE, 420 Lexington Ave., N Y.

passed to Robert Ewing who had entered the *States'* fold in 1892 as telegraph editor. Under Mr. Ewing it moved to larger quarters, purchased its own building.

Its new owner prospered and acquired the *Shreveport Times* and the *Monroe News Star* and *Morning World*, making a total of four Louisiana dailies under his control. Upon his death in 1931, his son, James L. Ewing, became publisher and later president of the *States*. Another son, John, had a few years earlier assumed active charge of the north Louisiana dailies. J. Walker Ross, who had been with the *States* since 1885, was named its editor and publisher in October, 1931.

In 1933 the paper passed into the hands of the Times-Picayune Publishing Co., and it has since been published from the T-P plant though each paper maintains separate staffs and its own policies. Captain Ross died in 1937 and Major James E. Crown, for many years its city editor, was named editor.

Nelson Swayze, national advertising manager, reports that circulation is now at an all-time high of 52,826 copies for the nine months ending September 30, computed on a six-day basis, which excludes the Sunday edition published jointly with the *Times-Picayune*. Advertising linage from January 1 through November 30 was 5,091,177 lines as compared with 5,671,279 for all of 1938 and 5,972,672 the previous year, which was the greatest total since 1929.

A vigorous and outspoken opponent of the present political regime in Louisiana, the *States* has with the *Times-Picayune* been a consistent leader in the fight to overthrow the remnants of the Huey Long machine.



Atlanta Journal-Newsweek

James M. Cox with James, Jr. . . . The expanding publishing domain of James, Sr., now includes Atlanta.

Cox in Atlanta

James M. Cox, former Governor of Ohio and former Democratic Presidential nominee, has acquired control of the Atlanta *Georgian* and *Sunday American*, the Atlanta daily and Sunday Journal, and Stations WSB and WAGA there.

The *Georgian* and *Sunday American* are being discontinued. The *Evening Journal* and *Sunday Journal* continue, with the latter carrying *The American Weekly* and *Puck*, formerly carried by the *Sunday American*. Circulation lists and other properties of the *Georgian-American* are being combined with the *Journal*.

John Brice, formerly general manager, becomes president of the *Journal*. George Biggers is advanced from business manager to vice-president and general manager; James Brumby, from local advertising manager to advertising director. John Paschall, formerly managing editor, is advanced to editor, succeeding James R. Gray, who has

disposed of his interest in the paper. The *Journal's* circulation prior to the sale was 160,729 daily and 126,822 Sunday.

Station WSB, 50,000 watts, is affiliated with the NBC Red network. WAGA is a regional station.

Other newspapers owned by Mr. Cox include the Miami, Fla., *Daily News*, *Dayton News*, and Springfield, Ohio, *News*.

Atlanta now has two daily and Sunday newspapers, the *Journal* and the *Constitution*.

Newspapers Up for Year

Despite a small decline—0.1%—in November from level of November, 1938, total advertising in newspapers of 52 cities, measured by Media Records, Inc., was up 1.7% in the first 11 months of 1939, and probably will show a gain for the full year.

Healthiest rise in the 11 months was in automotive linage—12.6%. Retail was up 2.2 in this period and financial up 6.1. General (national) linage, however, declined 0.1 and classified 0.9.

Although total linage in these newspapers was smaller in both September and November than in parallel months of 1938, the October rise was sufficient to give newspapers a "plus" for the Fall. From March through August the trend was consistently upward.

These newspapers will end the decade with total annual linage of about 1,250,000,000—better than any year from 1932 through 1935, but nearly 35% below the all-time high of 1,897,213,018 in 1929.

Newspaper Notes

The Dallas *Dispatch-Journal*, an evening newspaper, has been acquired by West Publishers, Inc., headed by J. M. West capitalist, oilman and lumberman of Houston. Mr. West also is owner of the *Austin Tribune*.

* * *

Representatives: The Des Moines *Register and Tribune* has appointed Osborn, Scolaro, Meeker & Co. national advertising representatives for all territories except the Pacific Coast . . . The *Hudson Dispatch*, Union City, N. J., and the Bayonne, N. J., *Times* have appointed Bogner & Martin, recently formed by P. Joseph Bogner and John P. Martin, as national advertising representatives . . . Robert J. Virtue has been elected chairman of the board of Charles H. Eddy Co., and Lee A. Ward succeeds him as president and general manager . . . Charles M. Soroka has been named general manager of Don Spencer Co., New York, representing college football publications.

* * *

Noel S. Macneish has been appointed publisher of the New York *World-Telegram*, a Scripps-Howard newspaper, to succeed Merlin H. Aylesworth, who is resuming the practice of law. Mr. Aylesworth



The new publisher of the New York *World-Telegram*, Noel S. Macneish.

formerly was head of National Broadcasting Co. and Radio-Keith-Orpheum Corp. Mr. Macneish joined the Scripps-Howard organization in 1922, and went to the *World-Telegram* as assistant publisher in 1929. Roy W. Howard continues as president and editor.

American Weekly's Decade

The tenth annual meeting of *The American Weekly's* sales organization, in New York December 11-13, heard a report from Mortimer Berkowitz, general manager, on linage and revenue gains in 1939, addresses by other Hearst executives and by Merryle S. Rukeyser, business writer; Dr. Vergil D. Reed, assistant director of the Bureau of the Census; Dr. Daniel Starch, research specialist, and Arthur Kudner, advertising agent.

The Sixteenth Decennial Census, in 1940, Dr. Reed said, will cover population, unemployment and occupations, housing, agriculture, drainage, irrigation, business manufacturers, and mines and quarries. Enumeration for the first four will begin April 1, for the others, January 2.

LHJ to Edit Departments from Inside Readers' Homes

Starting in its February issue, the *Ladies' Home Journal* will move each month into one family's home, working out living answers to its problems, supplying in personalized case history form information on cooking, decorating, beauty, fashions, home making, architecture, child care, gardening—and living in general.

Under the blanket heading, "How America Lives," the *Journal* will inaugurate a new technique of woman's magazine editing.

The story of the Griffins in Cedar Rapids will take up 15½ pages in the February issue and the method used in discussing their problems and the ways in which they have worked out a reasonably happy life will be used in succeeding issues—as *Journal* editors and specialists move into other homes which typify reader groups. There will be, for example, the case of the newly married youngsters, and at the other end of the scale the retired couple in the 60's who have gone to Florida; there will be the citrus ranch family in California, and the \$10,000 a year insurance executive's family in Dallas.

In the case of the Griffins, after an introductory page explaining the basic editorial objectives of the series, six color pages are devoted to reporting how the Griffin family lives. Following these pages, under such headings as "One Costume a Season Is All I Can Afford," "I Have to Try to Feed a Family on a Dollar a Day," and "We Never Seem to Use the Dining Room," the *Journal* editors in each field present their living answers to the problems of the Griffins, whose income for a family of four with a daughter of ten and a son of seven is only \$1,960 a year.

Very smartly Bruce Gould and Beatrice Blackmar, man and wife and co-editors of the *Journal*, do not preach or talk down. They help to solve many of the problems of the families they interview but they also find many innovations in home making, extraordinary recipes, etc., developed by these housewives which they recommend heartily to other readers.

Journal executives believe that advertisers will benefit from the editorial innovation through the creation of more intense reader interest and through adding traffic to the

SALES MANAGEMENT

Journal pages, since "How America Lives" will appear in continuous pages in the middle of the magazine.

Liberty's "Night of Light"

In a full-page space in newspapers of 10 cities December 18, amid a world dark with war, Bernarr Macfadden, as publisher of *Liberty*, said, "Let's have every window bright with light this Christmas Eve." By telegram Mr. Macfadden sent the suggestion personally to governors, congressmen, mayors, industrialists, educators and others.

The list of those who responded favorably is impressive. Although, at this writing, no governor had issued a "night of light" proclamation, several mayors had, and a hundred or more officials and executives, representing millions of people, had endorsed the proposal and promised to co-operate.

Proclamations, for example, were issued by Mayor Kelly of Chicago, Mayor Jackson of Baltimore and others. Governors Lehman of New York, Moore of New Jersey, Bricker of Ohio, Senators Lodge and Walsh of Massachusetts, endorsed the proposal. So did George W. Hill of American Tobacco, Lamont du Pont, Owen D. Young, J. W. Brown of Socony-Vacuum. Stores and railway stations ordered copies of the ad for posting.

National Commander Kelly of the American Legion sent a memorandum on it to the 1,000,000 Legionnaires. William Green, president of American Federation of Labor, endorsed the plan. So did Secretary Bradford of the United States Chamber of Commerce. Melvin Jones, secretary general of Lions International, asked 125,000 members of his order to cooperate.

Specifically, President Van Bomel, of Sheffield Farms Co., New York, National Dairy division, promised that 90 Sheffield buildings would help proclaim that, in this country, at least, the "light" has not yet gone out.

New Dress for "Farmers"

In an elaborate group of mailing pieces, Capper-Harmon-Slocum, Detroit, Cleveland and Pittsburgh, announce the development of a new printing process—monotone and color gravure—for the *Ohio Farmer*, the *Michigan Farmer* and the *Pennsylvania Farmer*. This, it was said, is the "first change in printing methods since state farm papers began."

Awards Entries Increase

Entries for the 1939 Annual Advertising Awards competition sponsored by *Advertising & Selling*, which closed December 30, were expected to total more than 1,000, as against 778 in 1938.

Magazine Notes

Crowell-Collier Publishing Co. has begun to offer advertisers pull-out pages in *American Magazine*, *Collier's* and *Woman's Home Companion* in three to eight-page units . . . With a gain of 91% in advertising volume, *Newsweek* claimed "the largest per cent increase of any magazine published," last year . . . Fawcett Publications have issued a study on "The Effect of Living Standards on the Consumption Trend of Grocery Store Products."

Duncan A. Dobie has been appointed eastern advertising manager of Dell Publishing Co., publisher of *Modern Screen*, *Modern Romances* and *Screen Romances*. He

was formerly president of Motion Picture Publications, Inc. . . . Joseph R. Spadea has been named advertising manager of *You Magazine*, New York . . . B. A. Cahill, former advertising manager of Bradley Knitting Co., has joined the Chicago staff of Condé Nast Publications, representing *Glamour*.

Radio's Selling Job

Although its sales success continues to justify the envy of other media, radio is not without its problems.

Summed up recently by Ed Kirby, public relations director, National Association of Broadcasters, in a letter to member stations, they present "an urgent need for the widest possible understanding of radio by the greatest number of listeners."

Specifically, Mr. Kirby mentioned "the war," and inferred the possibility of further governmental control of the medium; the breaking-off of negotiations with ASCAP and formation of Broadcast Music, Inc., as a source of music independent of "the ASCAP monopoly"; the ending of an A. F. of M. contract, and "the Consumers' Movement."

To help radio through "one of its most trying periods," NAB plans several efforts. One of them is a gravure brochure of 16 pages, titled "Radio's Riches . . . How You May Bring Them to Your Home," which

stations are urged to buy, at \$11 a thousand, and distribute to their listeners.

Radio Notes

Total number of radio stations in the United States this year will pass the 800-mark. By December 1, the number in operation or authorized for construction by the Federal Communications Commission was 812.

Station KOH, Reno, joined NBC January 1 as its 181st affiliate . . . KFBK, Sacramento, KERN, Bakersfield, and KWG, Stockton, have become part of the Pacific Coast Basic Blue Network.

Austin E. Joscelyn, eastern sales manager of the Radio Sales division of CBS for two years, has been named manager of Station WBT, Charlotte, N. C., owned and operated by Columbia. Howard Meighan succeeds him . . . Station WIRE, Indianapolis, NBC Red outlet, has appointed George P. Holingbery Co., national representatives.

Regular television broadcasts of industrial as well as other motion picture subjects are now being made with live broadcasts on regular schedule by Don Lee Broadcasting Co. in Los Angeles.

World Broadcasting System has an-



"Foremost in Friendliness"

- Newly decorated and comfortable rooms.
- Excellent Food and Entertainment.
- Center of Chicago's Loop.

LA SALLE
HOTEL *Chicago*



The
REFINEMENT OF
A RESIDENCE
THE FACILITIES OF A
Fine Hotel

**COMMONWEALTH
HOTEL**

Adjacent to Lincoln Park, and all recreational opportunities. 8 minutes from loop, with theatres, shops and night clubs nearby.

PINE GROVE AT DIVERSEY PARKWAY

From \$2 Single \$3 Double

CHICAGO

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

nounced that 18 additional stations recently have contracted for the WBS program service of vertically-cut recorded music . . . Station WCCO has issued a study by Dr. Kenneth H. Baker, University of Minnesota, on "Early Morning and Late Evening Radio Listening Habits in the Northwest."

Miscellany

The Kellogg Group of railway employee publications has appointed Holmes & Stephenson, New York, eastern advertising representatives . . . J. A. Channon has been named assistant publisher and editor of *Mill Supplies*, a McGraw-Hill publication . . .

George C. Eyland has been placed in charge of the Cleveland office of the *Department Store Economist*.

Showing a barber, with perhaps a singe and shampoo in mind, and with the line, "To make a long story short . . . Outdoor Advertising," the Outdoor Advertising Association of America has released Poster No. 1 of a new promotional series.

Current issue of *Modern Packaging* has covers of laminated cellulose acetate—specifically Lumarith Protectoid, developed by the Celluloid Corp. . . . WLS, Chicago, the *Prairie Farmer* station, has issued the 1940 edition of the "WLS Family Album."

"Glance and Run" Union Seeks Recognition by Advertisers

BY BRASS E. TACKS

AS I sat listening the other evening to the family radio (at the same time reading a newspaper, of course), I was struck forcibly by how well agencies today sneak in their commercials. Audiences get taken by surprise. No warning is given. One minute, the entertainment is hilarious; the next, an excited pitchman yells "Chase down to your plumbers and buy a new bathtub!" The old "here-it-comes" pause is out. Listeners haven't any idea when to go mentally deaf.

"Isn't it interesting," I ask myself (I enjoy occasionally sitting back and having a good conversation with myself, Mrs. Tacks gets completely disgusted), "that radio agencies have come so soon to this realization that John Doe is a lackadaisical guy;—that he must be deceived into absorbing his commercial education."

"Yes, but," I replied, "isn't it even more peculiar that this discovery is used only in radio copy? Shouldn't the same 'We can't cram it down his throat' recognition apply equally well to magazine and newspaper work?"

To illustrate the point, I have in front of me a 1,000-line gasoline advertisement. I've just read it thoroughly. To do so took a little over four and one-half minutes. I went at top reading speed and didn't devote any time to studying illustrations. How many other readers, would you say, gave it that much time?—(10 to 1 offered on any figure over 5%).

You say, or rather the advertiser does, "Well, that's the agency's problem—they've got to make that ad look so inviting that John Doe eagerly will give four and one-half or even more minutes to it."

All right. I don't disagree. That's a lovely goal. But, like some sales

quotas, it's just too tough to be sensible in some cases.

The first advertisement featuring a \$500, noiseless, comfortable flying-sedan that even I can operate, no doubt will create a furore. John Doe will shout "Hooray!" He'll give that copy as many minutes as it wants. He'll actually enjoy reading it. It definitely means something to him as a person.

But when copy doesn't have this enviable status, can it hope to get four and one-half minutes? Isn't there a reader-interest saturation point? And if the "reading time limit" looks like one minute or less shouldn't the sales story be condensed and shoved into that size container?

Gasoline is not a super-subject. John knows what it is, what it does. Even if this refiner had a "different" story (which this particular ad doesn't have) John wouldn't willingly give him four and one-half minutes. Why not? Simply because the total time that he gives his entire newspaper is less than 30 minutes.

Should he assign 20 % of his entire reading period to the subject of gasoline? Should he skip comics, skip Walter Winchell, Mr. Ripley, Mr. Lippman, the editorials? Should he ignore the front page stories, should he be content with just a quick glance at the sports page? For if he doesn't skip something how can he possibly go through his 30-page paper in 30 minutes?

Remember that he didn't buy this newspaper because he wanted to read advertisements. They're secondary. His primary interest is in the features, the comics, the news. In fact, these editorial features have such a hold on him that he's developed an addiction to this paper. It's a habit. He feels lost without it. It's part of his life.

So, that's your copy writer's problem. His copy has no "waiting" audience. John isn't looking for it. It gets just a flash as he hurries by to the things that he *wants* to read.

My daily paper usually gets about 20 minutes. That's because my train ride home takes 22 minutes. After two minutes of puffing and ticket-finding, 20 are left for reading. Frequently my paper runs 40 pages. That means a full page every half minute. Try reading two pages in one minute and appreciate how much of a newspaper must go unread. Consider how many fine editorial features are skipped. Then ask, "Will my copy be the thing that John will choose to read avidly?"

When Mr. Hitler sticks out his tongue at Mr. Chamberlain, I like to read about it. I want to know every little detail. I want to be informed so minutely that I can strike a pose during conversations the next day and say, with assurance, "Well, that was some speech!"

I'd like to have readily-producible, positive facts for bridge-table discussions, facts that could give me an aura of omniscience. I should read the entire story. But, I don't. I read just the lead—then I run, I jump, I throw a quick glance at the Japs, skip lightly over the fire downtown, gobble the storm damage in four gulps,—I'm the "well-read" floggie with the flit-flit.

Life Is Not Long Enough

To read, really read, a metropolitan daily requires about four hours. To read two dailies, hence, means eight hours. And to read three, you'd have to retire.

I'm not condoning my habits. But "am I alone in them?"—that's the question. Each a.m. I plow through a mess of discarded dailies before tripping lightly, or otherwise, out of my coach. None has had over 25 minutes. Therefore, mustn't some other people have just as silly habits? And shouldn't copy-writers get concerned? Isn't "reading time" a factor vital to the success of any piece of copy?

Mrs. Tacks, the real P. A. of our house, I might mention, is even worse. I've watched her. Japan could go to war with Brazil and she'd not know of it unless I said, "Page one is worth reading tonight, dear."

Those commercial essays that get published as advertisements probably make spicy reading in a copy conference. Undoubtedly they're sweet music to a sales manager. But if he thinks they're so hot that John Doe will say, "Sorry, Popeye, I'll have to skip you tonight. I must hurry back to page 14 to read the Toasted Shavings diatribe"—well!

Why 165,000 Repair Men Fix Flats "The Shaler Way"

(Continued from page 23)

third year it was felt that the circus days were over and that it was time to turn to something else. The next step was to organize a crew of missionary salesmen and to send them out in a fleet of demonstration trucks.

The circus idea was continued to some extent by painting the trucks gaudily in the Shaler colors—red, yellow and black—and dispatching the trucks in groups to various trade centers. The missionary salesman would take a local or jobber salesman with him. They'd go out, calling on filling station and service station operators. The missionary salesman would make his demonstration, give his sales talk and take orders.

At the close of each day's work, the orders were turned over to the local salesman who turned them in and got what extra commissions the orders netted him. This operated to his profit in two ways:

1. He received a first hand schooling in Shaler products and how to sell them.
2. He received cash, plus an added enthusiasm for the products and his job.

The fleets were soon dubbed the "Shaler Highway Patrol." Besides doing the job described above, the patrol men decorate dealers' windows, check identification signs and do any promotional work that may come to hand. They also bear to the dealers this message:

"You do your part of the sales job and we'll do ours."

Salesmen are warned that there must never be any high-pressure selling. Dealers must not be "loaded." This is to avoid peaks and valleys in production. It's a business that can't be whooped up. A tire needs to be re-



William S. Coles, Shaler vice-president and sales manager, joined the firm in 1929 after a number of years with Miller Rubber and Sun Oil companies. This experience was invaluable for developing "hot patch" promotion, which has a close connection with both rubber and oil.

One of his early jobs was to visit every one of the 105 foreign countries where Shaler products are sold. He still puts in eight and a half months out on the road every year, for, as he says, "any clerk can do routine desk work."



paired only when it goes down. The job is to seek always to increase the share of the business that's going around.

To do that, Shaler conceives that it must increase, month by month, the number of repair men who standardize on Shaler "hot patches." To get them to use hot patches, Shaler vulcanizing equipment must be installed. To get it installed, it's sold to them at cost or a little less or put in on a lease agreement. That done, the matter takes care of itself.

In 1929 some 95,000 Shaler patches were used in the United States in an average day. For the first ten months in 1939 the average was 160,795 a day. Immediately after 1929 there was a marked slump. That was when the wise heads were predicting that the tube repair business was vanishing.

Almost a Tragedy

Shaler executives cannot conceive that their business might have vanished. But they readily admit that it might have suffered intensely if it hadn't revised its merchandising methods and worked out its plan to save the motorist from dirty hands and at the same time convinced him that tube repairs logically belonged to the expert repair man who not only can do a better job, but can do it quickly and cheaply.

If the motorist insists on doing his own repair job or wishes to carry an emergency repair kit, he still may do so. Shaler has two small outfits which sell one for 50 cents and the other for \$1, which may be bought at most service stations where repairs are made.

With a view to broadening its line, Shaler has more recently added two new products. One is called Kar-B-Out and the other Rislone. Kar-B-Out is a concentrated motor gum solvent which dissolves gum and carbon formations which form on valve stems. Its purpose is to give quick relief from sticky valves, poor acceleration, motor "ping," noisy or bucking engines, etc.

Shaler-Rislone is a combination of chemicals which, it is claimed, gives improved performance to engines. It is recommended for breaking in new engines and for tuning up old ones. These, along with Nok-R-Ust, a penetrating oil, and Riz, a "dry" lubricant, fit into the Shaler line as supporting items to the "hot patch" about which the business has been built.

**YOUR GRACIOUS HOST
FROM COAST TO COAST**



The Gotham



The Drake

The Blackstone



The Town house



Belleview Biltmore

A.S. KIRKEBY, Managing Director

**KIRKEBY
HOTELS**

Any nice, fresh advertising today, Mister?

Here's a man who can plan it, write it, direct others in the writing of it, or peddle it to your most particular client.

Let's not beat about the bush-leagues, when there is a major-leaguer here right now, picking up his bat and spitting on his hands.

He is T. Harry Thompson, originator and conductor of our Scratch-Pad . . . a spare-time effort, as you doubtless know. Harry resigned recently from a Philadelphia agency for personal reasons, and is now free to tackle the toughest job in an agency, or with a manufacturer.

Without obligation on your part, I'll be glad to tell you more about this seasoned, all-round advertising man.

A. R. Hahn, Managing Editor
SALES MANAGEMENT
420 Lexington Avenue
New York

ADVERTISING
Playing Cards
MANUFACTURED
EXCLUSIVELY FOR
ADVERTISERS BY

PLAYING CARDS ARE SELECTIVE
ADVERTISING FOR SELECTIVE
SELLING
BROWN & BIGELOW
Remembrance Advertising
SAINT PAUL, MINNESOTA

**YOUR GUIDE TO
GOOD LIVING IN ST. LOUIS**
Hotel
Mayfair
All rooms with bath—
radio reception

PHOTOSTATS
**COMMERCE PHOTO-PRINT
CORPORATION**
1 WALL STREET
233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Dlgy 4-9135-6-7-8



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.**

American Home Reclassifies 94 Metropolitan Markets

Climaxing several annual studies on metropolitan markets, as originally established in the 1932 "Metropolitan Districts" of the U. S. Bureau of the Census, *American Home* has now published a monumental volume on the 94 leading markets of the country. It is distinguished from the previous editions by the adjustment of all areas to the basis of county lines, thereby making possible the addition of much statistical material which is obtainable only by counties. The title: "The American Home Market Book of the United States Metropolitan Districts and their Retail Shopping Areas, 1940."

Previous editions enumerated 96 markets. The 1940 edition reduces this number to 94 markets, by the combination of the Boston and Lowell-Lawrence districts, and the New Haven and Waterbury districts. These 94 markets represent about 58,000,000 or 47.5% of the U. S. population. By the same token, they account for 50.1% of total white families; 60.9% of U. S. retail sales (64.0% food, 62.0% drug, 67.2% furniture, 72.2% general merchandise); 75.6% income tax returns; 50.2% automobile registrations; 76.3% of homes owned over \$5,000 value; 81.0% of homes rented over \$30 and owned over \$5,000; 62.5% of wired homes; and 62.5% of *American Home* circulation.

Adjustment to the county basis makes possible inclusion in this edition of entirely new data, above, on furniture and general merchandise retail sales, income tax returns and auto registrations, home ownership and rental index, and wired homes. None of these items was covered in previous editions.

The volume is published in loose-leaf form, with ingenious manipulation of leaf folds to provide space for maps and statistical data on all markets. The New York market, for example, is presented in a map covering the greater width of two facing pages, which unfold to three times the book depth, for complete data on the metropolitan district, suburban cities, places of less than 25,000 population, and retail shopping area. Complete county maps, in color, are provided for each of the 94 markets, and identical data—as indicated above—appear opposite for the divisions. Cities of 25,000 population and over in the suburban areas are listed; a total figure is given for all places of less than 25,000 population—likewise for counties in the metropolitan district, and for the retail shopping area, outside the metropolitan district.

In reclassifying the population and adding the new buying power data, the publishers have greatly increased the value of the study. Manufacturers and their agencies will be provided with copies, on request.

To all others, the price is \$10. Requests should be directed to Henry L. Jones, *The American Home*, 444 Madison Ave., New York, N. Y.

WLS Reports Policies Which Hold Midwestern Audiences

"WLS knows midwestern people. WLS knows that the things which appeal to people living in smaller cities, in towns, villages, and on farms will appeal equally to a great proportion of people living in the largest cities. Wholesomeness, sincerity, and other personal characteristics are not matters of geography, but of individual character and tastes."

In this nubbin of opinion, picked from the many pages of WLS's three-way portfolio of its services, there seems to be the theme which governs the policies and produces the vast audience of "The Prairie Farmer Station." In "The WLS Book," the station presents three correlated booklets: (1) "Coverage—Where WLS Can Be Heard and Is Listened To," in which you may take the millivolt or the listener's letters as your measure of station area. (2) "Coverage"—WLS Is Listened to in Chicago—in which the station shows that in serving the rural and small town areas, its exclusive programs are listened to just as avidly in metropolitan Chicago. (3) "WLS—The Station of Friendly Service"—enumerating relief campaigns all the way back to 1925; the taking of over 9,000 underprivileged children to Chicago's World Fair; boat trips and *Prairie Farmer* tours, harvest festivals, the National Barn Dance, state fairs and cornhusking contests—attracting each one its following of thousands.

The portfolio is a combined market and promotional job which should interest advertisers operating anywhere in the Midwest.

A companion study, published separately, entitled "Increased WLS Coverage," maps and details the area which the station's new transmitter covers. It shows population, total radio homes, urban radio homes, and rural radio homes served in Illinois, Indiana, Iowa, Wisconsin and Michigan. This study, with the above interpretative booklets, brings WLS into sharp focus. For the complete set, write Glenn Snyder, Station WLS, 1230 Washington Blvd., Chicago, Ill.

How Farmers' Co-ops Operate

"*Merchandising by Farmers' Cooperatives*"—A 16-page brochure designed primarily for teachers and agricultural extension workers, but also valuable to marketing men. Illustrates merchandising operations by citing methods used by California Fruit Growers Exchange, California Walnut Growers Association, Land O'Lakes Creameries, Inc., American Cranberry Exchange. Brings out importance of advertising, grading and branding of products, gearing production to consumer demand, etc. This study, by Harry C. Hensley, Senior Agricultural Economist of the Farm Credit Administration, is part of a series of studies, 19 of which are listed on the cover. They cover various phases of cooperative marketing, including creamery, livestock, milling, wool and cotton, fluid milk, poultry and egg, fruit and vegetable, forming, financing and managing farmers' cooperatives. Executives interested in this development of the cooperative movement in the country, as well as in the specific distribution methods here discussed, may receive this brochure, or others in the series, on request to the Director of Information, Farm Credit Administration, Washington, D. C.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

TO THE MAN OF EXPERIENCE. \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

EXECUTIVE POSITIONS — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

"FOTO-TONE" POST CARDS

"FOTO-TONE" POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

HELP WANTED

SPECIALTY SALES MANAGER WANTED

If you are between 35 and 45 years old, willing to live in New England and are a seasoned Manager of Wholesale Specialty Salesmen, this job will be an excellent opportunity for you. We manufacture high grade Oil Heating equipment sold through Dealers to home owners at unit retail prices ranging from \$250.00 up to \$1000.00. We employ Field Men throughout the eastern section of the U. S. and need a man who will manage and inspire this group and secure volume sales. He must spend at least three-quarters of his time in the Field, must be thoroughly experienced in training and inspiring Field Men and Dealers to follow up-to-the-minute Specialty Selling Technique. His success will depend 80% on his ability to find, train, and secure results from, (a) new Dealers, and (b) new Salesmen for those dealers. He MUST be able to show PROOF that he knows how to sell a high priced Specialty in the face of a horde of low-priced competition, and he must be able to show others how to do that and get RESULTS. If you can't submit PROOF that you have DONE SUCH A JOB and done it recently don't apply. No industrial Sales Managers need apply. We will accept only a SPECIALTY man with an impeccable record of accomplishment. Compensation commensurate with sales volume accomplished. If you know the heating or building fields, your success on this job will be just that much more immediate. Send full record, and SELL YOURSELF in first letter. Box 692, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

LINES WANTED

GROCERY BROKER, newly established, with large following wants two or three major repeat lines to be sold to jobbers in any or all of these states: Missouri, Kansas, Nebraska, Oklahoma. Want only lines with large volume possibilities; preferably established brands. Replies treated in strict confidence. Box 682, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

LINES WANTED (Continued)

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-71: Territory: D. of C., hdqrs., that city. Wants motor oils.

Ag-72: Territory: D. of C., hdqrs., that city. Wants any meritorious product.

Ag-73: Territory: D. of C., hdqrs., that city. Wants lead pencils and stationery.

Ag-74: Territory: Colo., hdqrs., Colorado City. Wants products selling to hardware and seed stores.

Ag-75: Territory: Cal., Ore., Wash., Hawaii, hdqrs., San Francisco. Wants lines selling to jobbers of automotive, hardware, mill and mine, plumbing or glass trades.

Ag-76: Territory: La., Tex., hdqrs., Houston. Wants good novelty, art and staple merchandise selling to wholesale drug; also department and chain store trades.

Ag-77: Territory: Lake states, hdqrs., Chicago. Wants any meritorious product selling to drug, department and variety stores.

Ag-78: Territory: Western N. Y., hdqrs., Buffalo. Wants industrial products, preferably metal items; also building specialties selling to jobbers and contractors.

Ag-79: Territory: Western N. Y., hdqrs., Buffalo. Wants lines selling to industrials, tool and machinery makers, either as manufacturer's representative or district manager.

Ag-80: Territory: All or part S. E. states, hdqrs., Birmingham, Ala. Wants additional lines to sell electrical and hardware jobbers.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Los Angeles and Southern half Cal., hdqrs., Los Angeles. Wants products and merchandise of merit.

Ag-84: Territory: Wis., Ill., Ind., O., Minn., Ia., Mo., hdqrs., Milwaukee. Wants advertised drugs, toiletries cosmetics and sundries selling to drug, dept. stores, chains and syndicates.

POSITIONS WANTED

FOREIGN SALES POSITION DESIRED

Young man available for foreign sales work—seeks suitable connection with firm interested in South America—can furnish excellent references—experienced in direct selling and sales promotional work—will sign contract for reasonable length of time. Box 693, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

ADVERTISING, SALES PROMOTION, PUBLICITY executive can do as well as direct. Capable of organizing or re-organizing your public relations department. The company whose promotion division he now heads is reaping reward of lowest advertising cost per sales dollar in its entire field. Can lead large department or handle entire advertising, sales promotion and publicity activities from creative plan to final production. He's 30, AB'd, married, agency trained. Write Box 690, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES EXECUTIVE WHOSE EXPERIENCE ranges from retail selling to heading his own firm of sales consultants, now general sales manager of national manufacturing company, wants opportunity where complete responsibility will bring greatest returns. 15 years' experience covers U. S. and Canada with appliance and automotive background that guarantees sound selling methods coupled with a flow of merchandising ideas. Thirty-five years old, protestant, university, married. Reply Box 691, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-31: Product: Auto and furniture polishes. Territory open: National.

Mf-32: Product: Sanitary napkins, selling through chain drug, department and syndicate stores. Territory open: New England, Southwest, South, Midwest.

Mf-33: Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

Mf-34: Product: Lingerie selling to retail and specialty shops. Territory open: Ind., O., Mich., N. Y. excluding New York City, New England.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-38: Product: Metal turning lathe. Territory open: National.

Mf-39: Product: steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-40: Product: Hardware item to be sold to chains and jobbers. Territory open: N. Y.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Chicago, Ill.; N. Y., N. J., Mo., Ind., Mich., Wisc.

Mf-43: Product: Office specialty, selling direct to commercial houses, federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-44: Product: Game selling to wholesale houses. Territory open: N. D., S. D., Neb., Kans., Okla., Tex., Minn., Ia., Mo., Ark., and La.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

SALES OPPORTUNITY

ASPIRERS

Prominent national concern will place two men who possess an aptitude for organizing and sales promotion.

This is an opportunity to enter the lucrative field of franchise distribution by means of taking over a unit in a national organization, which has been established for 25 years.

The product dominates its field because of 13 years' of skillful national advertising, patent protection, wholesome merchandising policy and sheer quality.

Both offices are complete with proper furniture, fixtures, stock of merchandise, clerical force, customer files and the nucleus of a splendid sales staff, awaiting the leadership of an ambitious, progressive man.

Your only investment will be in tangibles. One unit requires \$2400 and the other \$3500. Approximately 25% for furniture and fixtures, 35% for current merchandise and the balance for your own working capital. Thorough examination of the records of each office for the past twelve years will thoroughly establish validity of this requirement, and reveal excellent profit outlook.

Please include a complete resumé of your business experience in your reply. Arrangements will be made for a personal interview if your letter portrays qualifications equal to the opportunity. Box 686, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

COMMENTARY

BY RAY BILL



THE TREND OF THE TIMES: The New Deal now strives in a Congressional sense to shape plans for its eighth and, in our opinion, final year. Coming in, following an orgy of speculation and large-scale indulgence in commercial and financial malpractice, the New Deal turned for political and economic success, not to old-fashioned conservatism, but to liberalism . . . yes, and to some extent leftism. That this policy will be changed in 1940 seems doubtful despite much handwriting on the wall, which from an expediency standpoint, fairly screams that leftist liberalism has already overstayed its day — and overdone its heyday.

But that this policy will change with the succeeding administration seems to us reasonably certain, irrespective of whether the next occupant of the White House is a Democrat or a Republican. In the long run we believe that the New Deal will be credited for its notable contributions to the progress of Democracy and that its weaknesses and mistakes will grow dim with the passing years. But as a party or as a political philosophy we hold that the New Deal will die, first, because nothing incorporating the word "new" can still be new for years; and, second, because the virtuous idealistic phases of New Deal political philosophy have been too much mingled with unproved theory and political expediency of a baser sort.

Definitions of themselves often offer a basis for conflict. But if for purposes of discussion we can assume that leftism in a broad sense means subservience of the individual to the state as against subservience of the state to the individual, we can perhaps more easily visualize the new trend which is currently proceeding. No leftist agitator will presumably accept this definition, but the American public is doing so on its own initiative. To the American public a leftist trend means government ownership of electric utilities, railroads, communication systems, banking, housing and perhaps industry, commerce and farming. It means, too, control of much beside, such as the press, radio, the education and all else influencing the thought of people.

To be sure, leftism is not completely cloaked in this disguise. It wears many other adornments which are largely devices for disillusioning those who see too well.

Fortunately for the people of this country, other countries have spread a stage before us and presented plays thereon which leave no uncertainty in American minds.

Everywhere that government has "taken over" for its people, the people have wound up losing far more than they gain. Everywhere that government has "taken over" for its people, there has followed moral and religious decay which threatens to destroy not only nations but the whole world, if the pendulum cannot be swung back.

Americans do not like Italy for thrusting its sword into Ethiopia and Abyssinia or Japan for doing likewise in China. They do not like Hitler for his rape of Austria, Czechoslovakia and Poland. Yet today they probably hate Stalin — supposedly the epitome of leftist world leadership — most of all, for his attempted murder of Finland. The American people have seen leftism move in on the wings of idealism and they are now seeing it move out on the heels of dishonesty and degeneracy. They have seen leftism rise to the throne of power through the use of promises not only unfilled but unfillable; and they have seen it destroy even religion in the mad effort to convince people that they are happier and better off. They have seen these things abroad on a large and terrifying scale, but they have seen them at home on a somewhat threatening though much smaller scale.

The American people have grown wary of politicians who promise too much, who spend too much, and who deliver too little. Similarly, working men have grown wary of labor leaders who spout specious promises while practicing furtive dictatorship. Similarly, consumers have grown wary of business concerns who oversell or misrepresent their products or who "stoop to conquer" in their production and sales practices. Intellectual brilliance, however great or in whatever walks of life, is giving way as a "cure-all." The spiritual and moral renaissance of which the whole world has stood in dire need for at least a decade is moving forward, with American democracy as the great priming force, not only for us but for the whole world.

Conservatism — defined as the functioning of a God-fearing people, in accordance with down-to-earth thinking and homely virtues—is on its way back. Democracy and private enterprise will go forward hand in hand with these, but never for long with the demagogues of leftist leadership. This is the note we delight in sounding in this, our first issue of 1940 — the first year of the decade which lies ahead that we believe will come to be known as "The FAITH-restoring Forties."

Better control of advertising Expenditure?

Then try this better control of market coverage

When your "ad" is plated, that's only half the battle. The other half and the victory come from getting your advertising story into the hands of the right readers. Publishers as a whole *do* aim to give you this right readership through selection and coverage of given markets.

Nonetheless, it is only fair to point out the difficulties confronting orthodox methods of coverage. It is difficult to control circulation when that control depends on the ability or inability of a salesman to get in, see and sell busy executives . . . the men who in the last analysis exert final buying authority. And precisely there the salesman of anything at all experiences his greatest difficulty. A busy, important executive is short on time, hard to see and sell.

And it may well be asked: what kind of coverage does this method of circulation bring? The "kind of coverage" is so uncertain that a number of leading business paper publishers decided to break away from it entirely. They reasoned that

in any case editorial value alone determines whether a book is read. Put a highly interesting and vital message into any man's hands and he *will* read, although he may not subscribe.

They determined upon methods which would insure 100% selectivity and coverage of a given market . . . *controlled* circulation which is as far in advance of orthodox methods as *controlled* editorial is ahead of "hit or miss" editing.

From the very start, controlled circulations were a huge success from the standpoint of both market coverage and advertising effectiveness. You unquestionably are familiar with some of the publications listed below, all audited by the fair and impartial Controlled Circulation Audit. But do you know the results from the advertising that crowds their pages? Do you know the story of the advertisers who have steadily and consistently used those pages? We suggest that you let the representative of the C.C.A. magazine in your field tell you that story.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

Bakers Review
Bankers Monthly
Better Roads
Combustion
Compressed Air Magazine
Contractors & Engineers
Monthly
Diesel Progress
Drug Topics
Dun's Review
Electric Light & Power
Electrical Dealer
Electrical Manufacturing
Excavating Engineer
Fleet Owner
Golfdom
Graphic Arts Monthly and
The Printing Industry

Hitchcock's Machine Tool Blue
Book
Hospital Topics & Buyer
Industrial Equipment News
Industrial Power
Jobber Topics
Liquor Store & Dispenser
Machine Design
Meat
Meat Merchandising
Medical Economics
Mill & Factory



Modern Machine Shop
New Equipment Digest
Petroleum Marketer
Pit & Quarry Handbook
Premium Practice
Progressive Grocer
Roads and Streets
Rug Profits
Soda Fountain
Super Service Station
Tires
Western City
What's New In Home
Economics
Wood Products

CONTROLLED CIRCULATION PUBLICATIONS

From the

ALMANAC 1939

JANUARY . . . More than 15,000 attended the Tribune's 22nd annual Silver Skates Derby. ♦ Leo Loewenberg, composing room superintendent, retired on pension after 45 years of service. ♦ He was succeeded by Roy Keeler. ♦ Compilation showed that during 1938, reader responses made by mail, telephone and in person to Tribune editorial and other services totaled 7,272,723. ♦ Tribune average net paid daily circulation showed a gain of 50,000 over January, 1938.



Leo Loewenberg

FEBRUARY . . . James O'Donnell Bennett, ace reporter and author of several widely read books, retired on pension. ♦ Aalborg Amstidende, a leading newspaper in Denmark, printed a full page story about the Tribune in its Sunday magazine section. ♦ Frank Craceford, circulation dept. truck driver, celebrated his 35th year with the Tribune. ♦ Tribune average net paid daily circulation showed a gain of 46,000 over February, 1938.



James O'Donnell Bennett

MARCH . . . Parke Browne, political editor, headed the Tribune's March veterans with 35 years of service. ♦ Fifteen children and wards of employees applied for the scholarships awarded annually by the Tribune. ♦ 22,132 persons attended finals of the twelfth annual Golden Gloves Tournament on March 22. ♦ Tribune average net paid daily circulation showed a gain of 51,000 over March, 1938.



Parke Browne

APRIL . . . Leigh Mills, linotyper, rounded out his 30th year with the Tribune. ♦ To give faster phone service to readers, two new numbers, thirty incoming trunk lines and a new bulletin service were added to Tribune telephone facilities. ♦ Tribune ships unloaded 9,339 tons of newsprint at Tribune warehouses during the last week of April. ♦ Tribune average net paid daily circulation showed a gain of 56,000 over April, 1938.



Switchboard

MAY . . . The first spot news photo ever printed in color—the Chicago grain elevator



When home economics experts get together—they bake a cake! That's what happened the other day when Mary Meade (left), Chicago Tribune home economics editor, dropped in to visit Marye Dabke, director, home economics dept., Kraft-Phenix Cheese Corp., at her new experimental kitchens in Chicago. During 1939, general grocery advertisers placed in the Tribune more of their appropriation for advertising than in any two other Chicago newspapers combined.

fire of May 11—appeared in the Tribune of May 12, less than twelve hours after it had been taken by a Tribune color photographer. ♦ Two new electrical cranes of the latest design began unloading newsprint at the Tribune warehouse dock. ♦ Tribune average net paid daily circulation showed a gain of 58,000 over May, 1938.



Color Camera

JUNE . . . The first wirephoto ever sent in color—King George's arrival in Washington on June 8—was printed in the Tribune of June 9, thirteen hours after a Tribune color photographer had taken it. ♦ Bob Morrison, chief engineer of Tribune Tower, retired on pension after 31 years of service. ♦ More than 300 newspapers printed the Tribune's diagram of the ill-fated submarine, Squalus, wirephotoed to them by the Associated Press. ♦ Tribune average net paid daily circulation showed a gain of 45,000 over June, 1938.



Sub Pix

JULY . . . More than 70,000 persons gathered in Soldiers' Field for the second annual Police and Fire Thrill Show sponsored by the Tribune. ♦ The Tribune began clipping from its special rag-paper edition all items filed in its reference room ("morgue"). ♦ Tribune average net paid daily circulation showed a gain of 45,000 over July, 1938.



Thrill Show

AUGUST . . . On August 19, more than 90,000 persons attended the tenth annual Chicagoland Music Festival sponsored by the Tribune. ♦ On August 31, 81,456 persons attended the sixth annual football contest sponsored by the Tribune between the College All-Stars and the New York Giants. ♦ 16,939,573 votes were cast in the nationwide polls held to select the College All-Stars and their coaching staff. ♦ Cornerstone of the new, ultra-modern Tribune garage, 400 feet long by 79 feet wide, was laid on August 21. ♦ William Barrett, night foreman, engraving dept., celebrated his 30th year with the Tribune. ♦ Tribune average net paid daily circulation showed a gain of 88,000 over August, 1938.

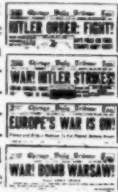


All-Stars

Food experts . . . A few words on some of the high spots in a year of progress.

TOWER

SEPTEMBER . . . Thru eleven regular and special editions of the Tribune on September 1, Chicago got its first printed record of the outbreak of the war in Europe. ♦ From Saturday afternoon, September 2, to mid-morning, September 4, editorial, mechanical and circulation staffs were engaged continuously in producing and distributing newspapers. ♦ Rudy Kaltenbach, composing room, retired on pension after 28 years of service. ♦ Average net paid total daily circulation for September exceeded 1,000,000—a gain of 198,000 over September, 1938, and an all-time high for any month in Tribune history.



War News

OCTOBER . . . Alex Small, Tribune Foreign News Service, and the last American correspondent to leave Poland, began a series of articles of his three-week odyssey in the chaos that once was Poland. ♦ A crowd so great that traffic experts could not estimate its size, witnessed the anti-aircraft demonstration presented by the 202nd Coast Artillery of the Illinois National Guard and sponsored by the Tribune. ♦ Frank Moore, Tribune photographer, was awarded a fellowship in the Royal Photographic Society of Great Britain for his work in newspaper color photography. ♦ Tribune average net paid daily circulation showed a gain of 147,000 over October, 1938.



Alex Small

NOVEMBER . . . Heavyweight Harry Thomas revealed to Arch Ward, sports editor of the Tribune, that he had been bribed to "take a dive" in his fights with Max Schmeling and Tony Galento. ♦ John Yetter, superintendent, Tribune inkplant, headed the November veterans with 30 years of service. ♦ The 30th annual Good Fellows campaign, founded by the Tribune in 1909, was launched November 26. ♦ Average net paid circulation of the Sunday Tribune exceeded 1,200,000—the highest for any November in Tribune history. ♦ Average net paid daily circulation showed a gain of 134,000 over November, 1938.



Arch Ward

DECEMBER . . . With their appearance in the Coloroto Picture section of the Sunday Tribune, masterpieces of Italian art by Raphael, Bellini, Palma Vecchio and other immortals were given direct reproduction for the first time in American newspaper history. ♦ Tribune advertising rates per 100,000 circulation, long among the lowest in America, are now even more attractive due to circulation gains. ♦ The Tribune again is first in circulation and first in total, general, retail, automotive, financial and classified advertising among all Chicago newspapers.



Madonna

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